



Second Quarter of Fiscal Year
Ending December 31, 2024

Financial Report

IBJ, Inc.
TSE Prime Market: 6071

1 Financial Results Summary

2 Summary by Business

3 Aiming to collaborate with the government
(Central government and municipal governments)

4 Business Models

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1

Financial Results Summary

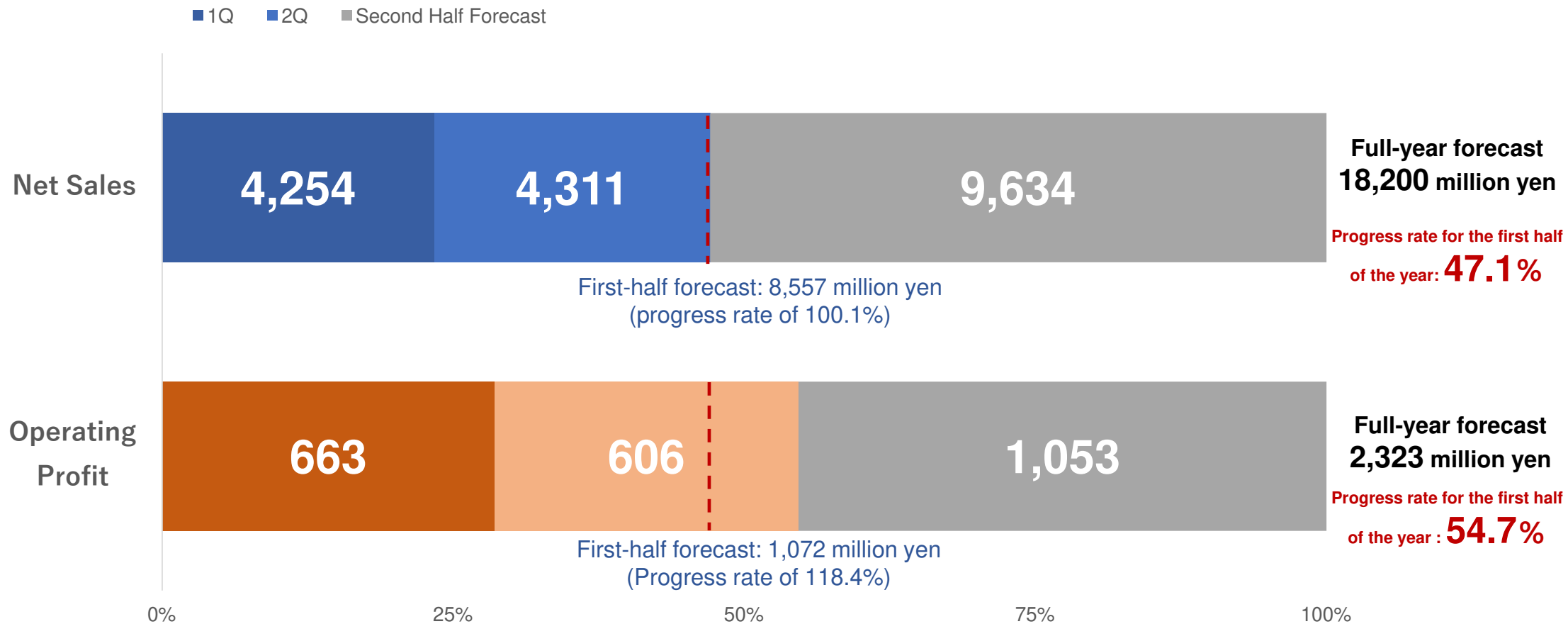
**Cumulative Net Sales for Q2: 4,311 million yen (+11.7% YoY),
Operating Profit: 606 million yen (+41.0% YoY)**

(Million yen)	2024 Q2	Previous Year 2023 Q2		2024 Cumulative Total Q2	Previous Year 2023 Cumulative Total Q2	
		Results	Change		Results	Change
Net sales	4,311	3,861	+11.7%	8,566	7,725	+10.9%
Operating Profit	606	430	+41.0%	1,270	964	+31.7%
Ordinary Profit	606	456	+32.7%	1,268	1,004	+26.3%
Net Income Attributable to owners of parent	385	440	△12.5%	866	805	+7.5%

Note: Temporary revenue increase due to the sale of investment securities.

Progress versus Forecast of Consolidated Full-year Operating Results (1) Financial Results Summary

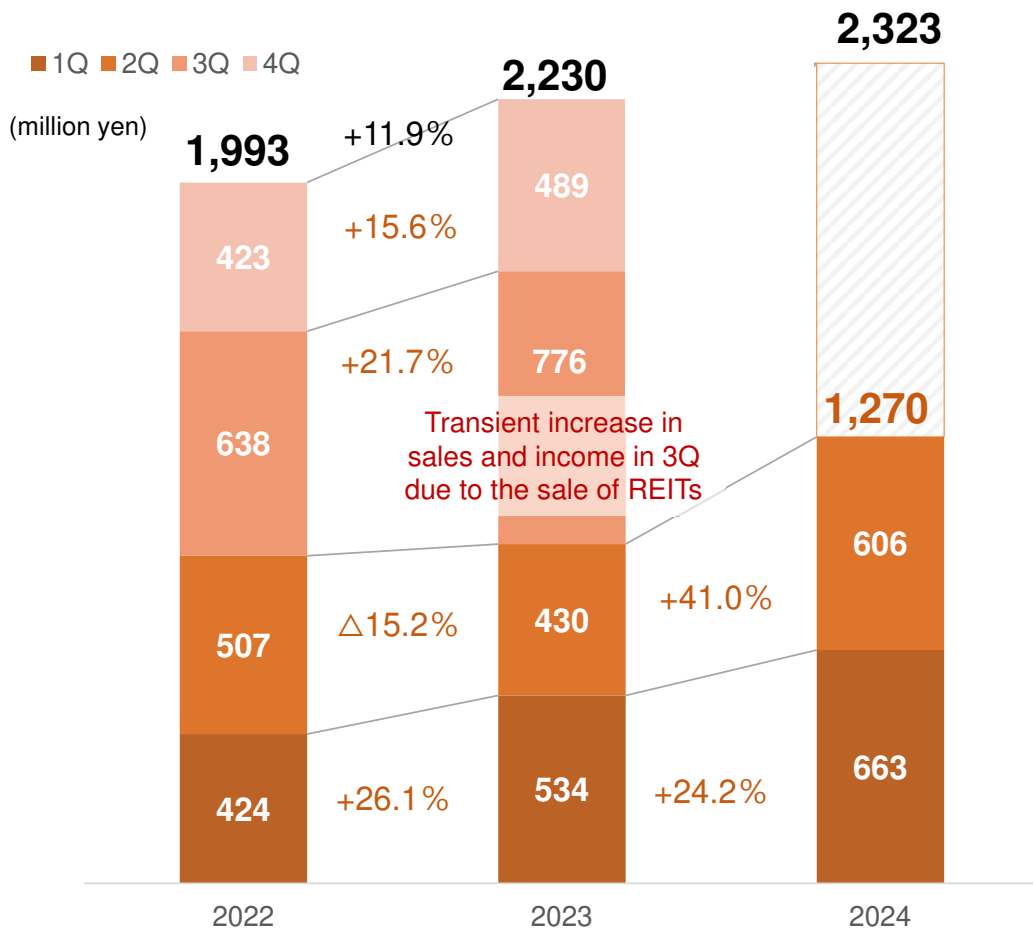
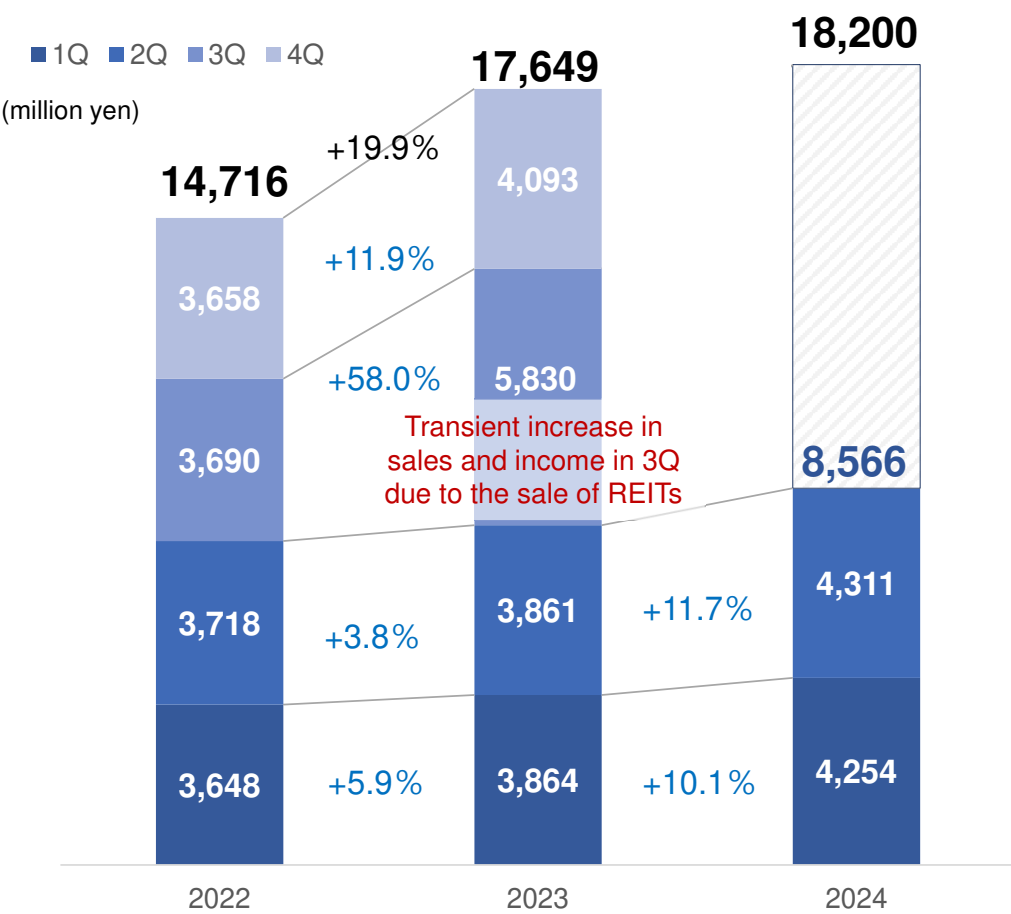
Operating income exceeded the 1H forecast, driven by high-margin businesses with 2Q sales of 8,566 million yen and operating income of 1,270 million yen.



Quarterly net sales and operating profits are on a growth trend.

Net Sales Trends

Operating Profit Trends



Profit and Loss Statement (P/L)

(1) Financial Results Summary

(Million yen)	2023					2024		YoY (Change)	YoY (Pct. change)
	Q1	Q2	Q3	Q4	Full-year	Q1	Q2		
Net sales	3,864	3,861	5,830	4,093	17,649	4,254	4,311	+ 450	+ 11.7%
Cost of sales	156	158	1,939	298	2,552	294	296	+ 137	+ 86.8%
Gross profit	3,707	3,702	3,891	3,795	15,096	3,959	4,014	+ 312	+ 8.4%
SG&A	3,173	3,272	3,114	3,305	12,865	3,295	3,408	+ 136	+ 4.2%
Operating income	534	430	776	489	2,230	663	606	+ 176	+ 41.0%
Total non-operating income	16	31	32	△0	80	3	5	△26	△83.4%
Total non-operating expenses	3	5	4	5	19	5	5	+0	+ 7.0%
Ordinary income	547	456	804	483	2,292	662	606	+ 149	+ 32.7%
Total extraordinary income	69	248	82	0	400	82	1	△246	△99.4%
Total extraordinary loss	0	31	4	293	330	0	23	△8	△25.9%
Net income attributable to owners of parent	365	440	571	252	1,629	481	385	△54	△12.5%

Supplemental Information

- The increase in cost of sales was due to an increase in the number of consolidated subsidiaries in K Village.
- The decrease in extraordinary income was due to the sale of investments in the previous year.

Balance Sheet (B/S)

(1) Financial Results Summary

(Million yen)	2023				2024		Prior year throughput ratio (fluctuation)	Prior year throughput ratio (Percentage)
	Q1	Q2	Q3	Full-year	1Q	2Q		
Current assets	7,471	7,722	8,109	8,091	6,170	7,035	△1,055	△13.0%
Cash and deposits	3,141	3,052	3,887	3,789	2,489	2,830	△958	△25.3%
Non-current assets	7,803	8,417	8,364	10,029	10,134	10,242	+ 213	+ 2.1%
Total assets	15,275	16,140	16,473	18,120	16,305	17,277	△842	△4.6%
Current liabilities	4,036	4,569	5,464	7,187	5,426	5,126	△2,061	△28.7%
Non-current liabilities	3,139	3,091	2,921	2,908	3,261	4,124	+ 1,215	+ 41.8%
Total liabilities	7,175	7,661	8,386	10,096	8,687	9,250	△846	△8.4%
Total net assets	8,099	8,478	8,086	8,023	7,617	8,027	+3	+0.0%
Total liabilities and net assets	15,275	16,140	16,473	18,120	16,305	17,277	△842	△4.6%



2

Summary by Business

Trends in Net Sales by Business

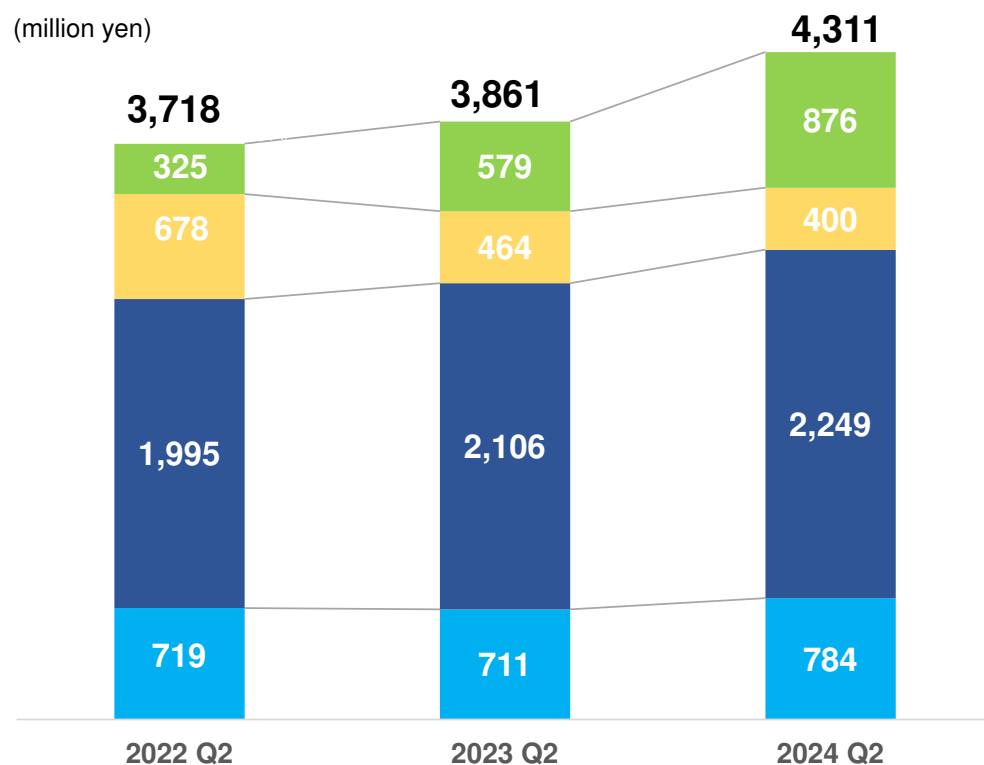
(2) Summary by Business

The Affiliate and Directly-Managed Lounge Businesses drove overall performance, achieving growth.
The Life Design Business also achieved significant growth.

Quarterly Net Sales by Business

- Affiliate Business
- Directly-Managed Lounge Business
- Matching Business
- Life Design Business

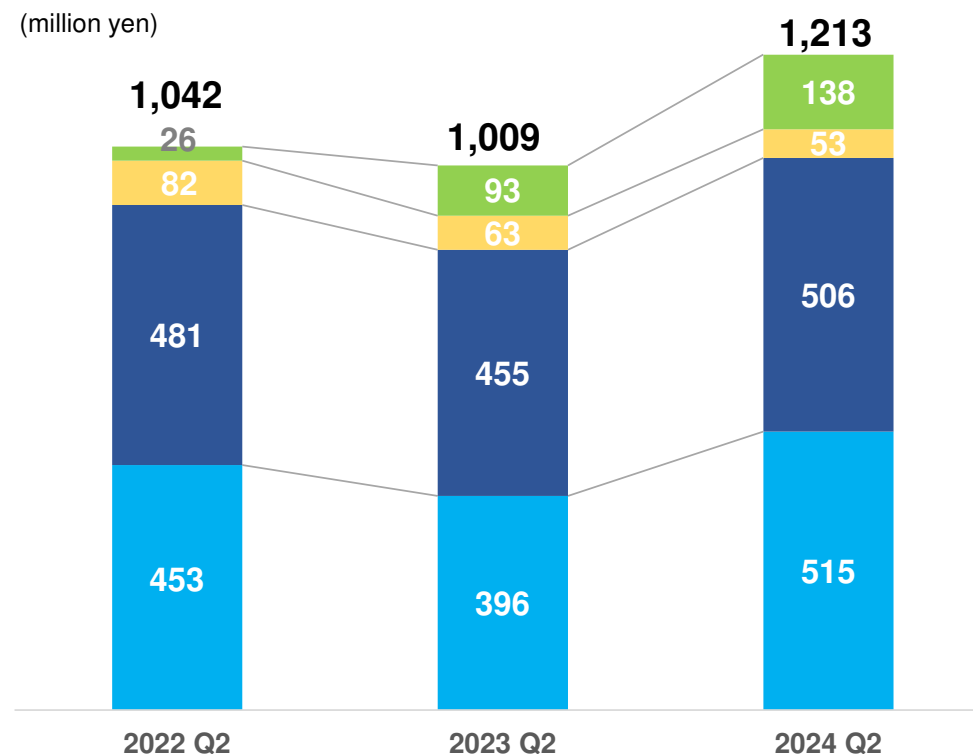
(million yen)



Quarterly Divisional Profit by Business

- Affiliate Business
- Directly-Managed Lounge Business
- Matching Business
- Life Design Business

(million yen)



*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses

*Internal transactions adjusted.

*Including respective adjustment amounts.

Net sales and Divisional Profit by Business

(2) Summary by Business

(Million yen)		2023					2024		YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2		
Affiliate business	Net sales	780	711	755	726	2,973	834	784	+73	+10.3%
	Agency Opening Support Business	420	362	379	336	1,499	419	344	△18	△5.2%
	Affiliate Business	359	348	375	390	1,473	414	440	+92	+26.4%
	Divisional profit	454	396	496	479	1,827	583	515	+118	+30.0%
	Agency Opening Support Business	218	171	217	195	802	269	192	+21	+12.4%
	Affiliate Business	235	225	279	284	1,024	313	323	+97	+43.3%
Directly-Managed Lounge Business	Net sales	2,051	2,106	2,118	2,103	8,379	2,138	2,249	+143	+6.8%
	Divisional profit	435	455	486	473	1,850	469	506	+51	+11.2%
Matching Business <small>*Sales and divisional profit changed retroactively due to the reclassification of IBJ Gohan Date (formerly known as: Rush) from Party Business to App Business.</small>	Net sales	452	464	470	450	1,838	413	400	△63	△13.7%
	Party Business	270	280	274	260	1,085	230	217	△62	△22.3%
	App Business	182	183	196	190	752	182	182	△0	△0.5%
	Divisional profit	39	63	116	115	335	60	53	△10	△16.3%
	Party Business	0	28	52	57	139	22	20	△7	△27.0%
	App Business	38	35	64	57	196	37	33	△2	△8.0%
Life Design Business <small>*Includes contribution of business performance from M&A since FY2023 Q1.</small>	Net sales	579	579	2,485	812	4,457	867	876	+297	+51.3%
	Divisional profit	132	93	250	33	509	159	138	+45	+48.5%

*Divisional profit = Operating profit + Depreciation and amortization + Amortization of goodwill + Amortization of long-term prepaid expenses, adjusted for internal transactions

KPI by Business (Marriage Agency Business)

(2) Summary by Business

By period		2023					2024		YoY (Change)	YoY (Pct. change)	
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2			
Marriage agency Business (Affiliate Business +Directly-Managed Lounge Business)	Number of marriage agencies*	3,803	3,883	4,050	4,125	—	4,211	4,317	+434	+11.2%	
	Number of new memberships	12,225	13,087	13,496	12,554	51,362	13,639	16,280	+ 3,193	+24.4%	
	Number of arranged marriage meeting members*	91,410	93,370	94,508	94,035	—	95,432	98,837	+5,467	+5.9%	
	Number of arranged marriage meetings	178,172	192,070	197,754	196,819	764,815	205,706	220,157	+28,087	+14.6%	
	Affiliate Business	Number of new business openings *	268	220	239	217	944	225	235	+15	+6.8%
		Number of new memberships	7,317	7,910	8,526	8,208	31,961	8,624	10,649	+2,739	+34.6%
		Number of arranged marriage meeting members*	58,461	59,633	60,524	60,581	—	60,915	63,637	+4,004	+6.7%
		Number of arranged marriage meetings	108,110	118,079	120,472	122,527	469,188	125,561	135,712	+17,633	+14.9%
	Directly-Managed Lounge Business	Number of new memberships	4,908	5,177	4,970	4,346	19,401	5,015	5,631	+454	+8.8%
		Number of arranged marriage meeting members*	32,949	33,737	33,984	33,454	—	34,517	35,200	+1,463	+4.3%
Number of arranged marriage meetings		70,062	73,991	77,282	74,292	295,627	80,145	84,445	+10,454	+14.1%	

*As of the end of each quarter

*The number of new business openings includes the number of marriages outside the business division for supporting the opening of new businesses

KPI by Business (Matching Business and Life Design Business) (2) Summary by Business

By period		2023					2024		YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2		
Matching Business	Number of party participants	95,715	91,375	82,731	75,946	345,767	70,610	74,525	△16,850	△18.4%
	Number of parties held	8,284	7,787	7,477	7,208	30,756	6,956	7,967	+180	+2.3%
	Number of matches (apps) *	289,162	313,518	312,258	279,486	1,194,424	312,308	318,044	+4,526	+1.4%

*The number of people matched retroactively changed due to the reclassification of IBJ Gohan Dating (formerly Rush) from the Party business to the App business.

By period		2023					2024		YoY (Change)	YoY (Pct. change)
		Q1	Q2	Q3	Q4	Full-year	Q1	Q2		
Life Design Business	Number of signing a contract (insurance & wedding) *	420	382	432	466	1,700	607	571	+189	+49.5%
	The number of Selfit arranged marriage meeting photos taken	930	1,229	1,340	1,198	4,697	1,403	2,380	+1,151	+93.7%
	K village Number of students (Korean & voice training) *	12,450	13,118	14,010	14,696	-	15,909	17,423	+4,305	+32.8%

*Number of insurance contracts per product contracted; if one customer contracts two products, it is counted as two contracts. *K village Number of students As of the end of each quarter

Significant increase in sales and business profit due to increase in number of franchisees and members profit margin **increased 10.0% YoY.**

(million yen)

Q2 Net Sales (Year-on-Year)	Q2 Divisional Profit (Year-on-Year)
784 (+10.3%)	515 (+30.0%)

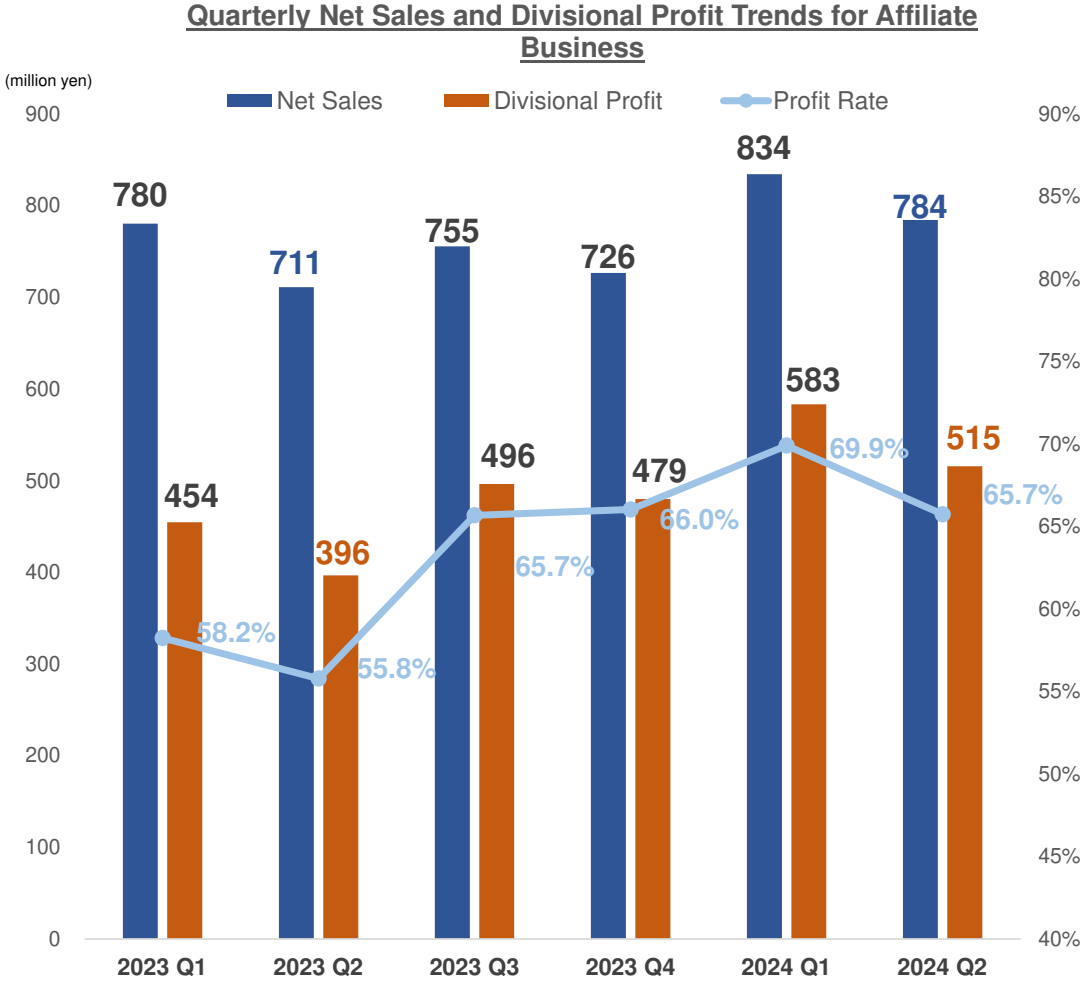
Agency Opening Support Business

The organizational restructuring implemented from 2023 was successful.

- ① Marketing costs were reduced,
 - ② The number of clients acquired per salesperson increased.
- In the second half, we aim to further increase the number of clients by bolstering our workforce.

Affiliate Business

Increased membership due to stronger start-up support for franchisees.
 We expect the affiliate business to continue driving growth.



Through personnel development and efficient marketing, the number of new business openings has increased. In Q2, we aim for further quantitative expansion.

Initiatives up to Q2

1. Building a system to enhance personnel development and productivity

New openings per person

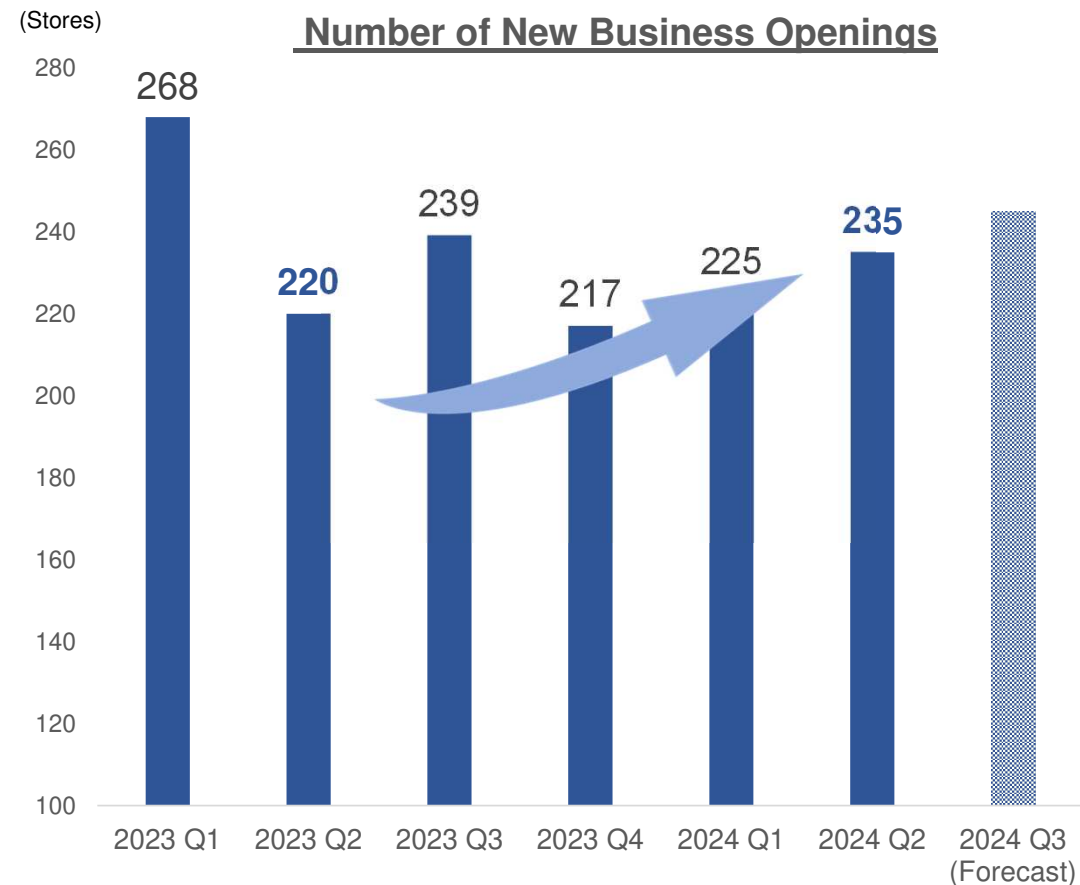
2023 Q2: 8.8 ➔ +31.8% ➔ 2024 Q2: 11.6

2. Marketing Efficiency

Cost per customer acquisition: **decreased by 27.2%** (YoY)

Actions from the Second Half:

- Ongoing personnel development and marketing efficiency improvements
- Increase in the number of sales by bolstering the sales team
- Capturing further demand by exploring new sales routes (utilizing high-affinity industry groups and social media)



Overview of the Directly-Managed Lounge Business

(2) Summary by Business

Steady growth due to increase in number of enrollments and increase in unit price per customer.

(million yen)

Q2 Net Sales (Year-on-Year)	Q2 Divisional Profit (Year-on-Year)
2,249 (+6.8%)	506 (+11.2%)

IBJ Members

The revision of membership plans and the expansion of options were successful. The average unit price at the time of enrollment increased by approximately 30,000 yen compared to last year.

ZWEI Overview

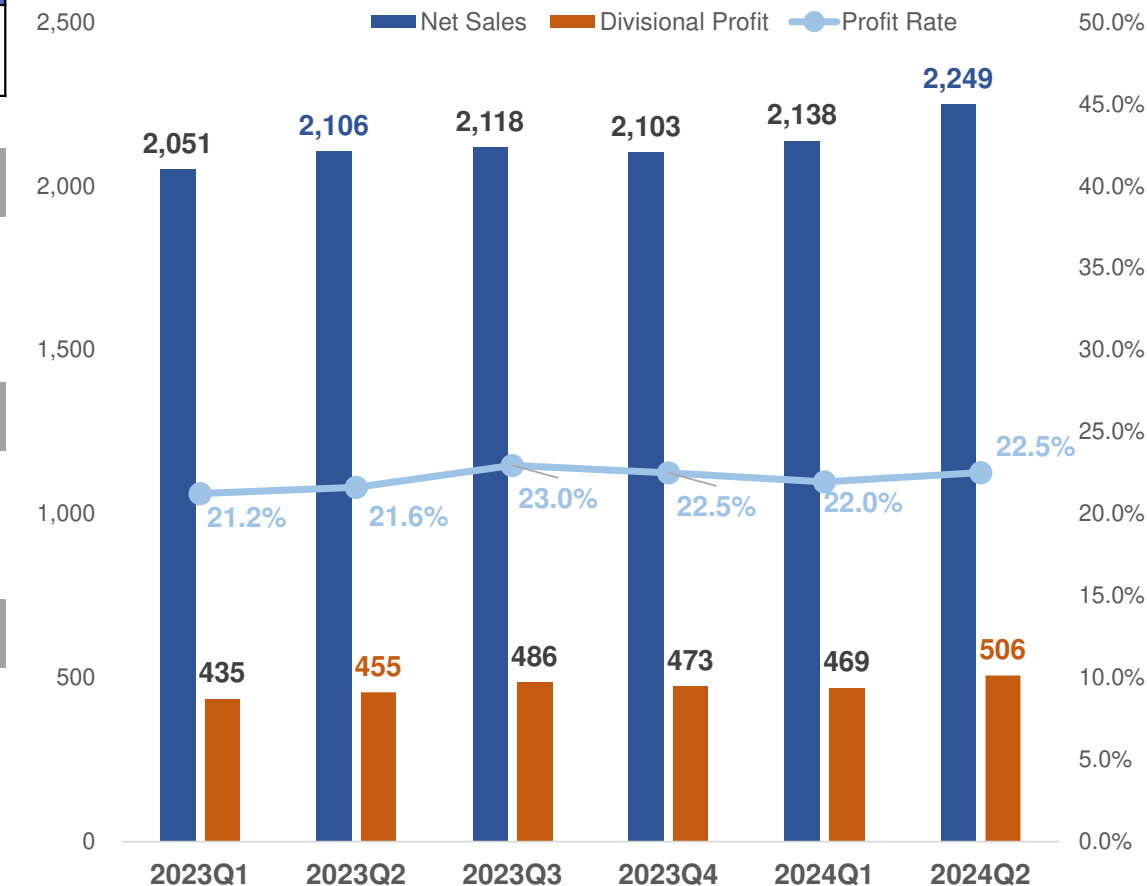
Continues to contribute as a growth driver for directly-managed lounges. The number of new memberships increased by 15.1% year-over-year.

Sunmarie Overview

Due to measures to improve the number of ,marriage meetings The number of marriage meetings in 2Q improved by 19.9% YoY.

Quarterly Net Sales and Divisional Profit for the Directly-Managed Lounge Business

(million yen)



In addition to the membership course price revisions implemented in Q1, we achieved further customer unit price increases in Q2 through the introduction of optional products.

Enrollment price review in 1Q

Before price revision
Approximately 400,000 yen

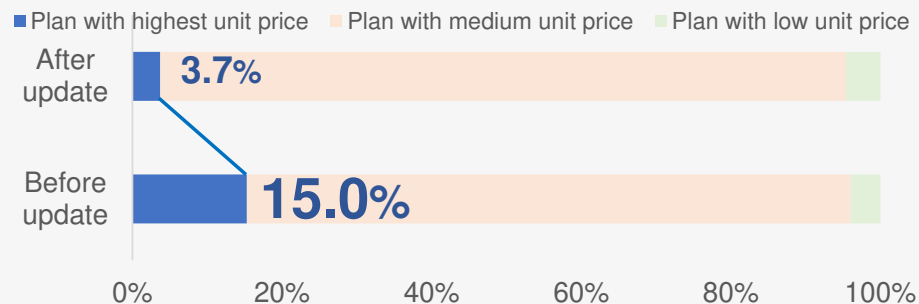
After price revision
Approximately 290,000 yen



Started selling additional options* from Q2
the customer unit price increased by approximately
15,000 yen.

*First Impression Production Plan

Percentage of enrollment per plan



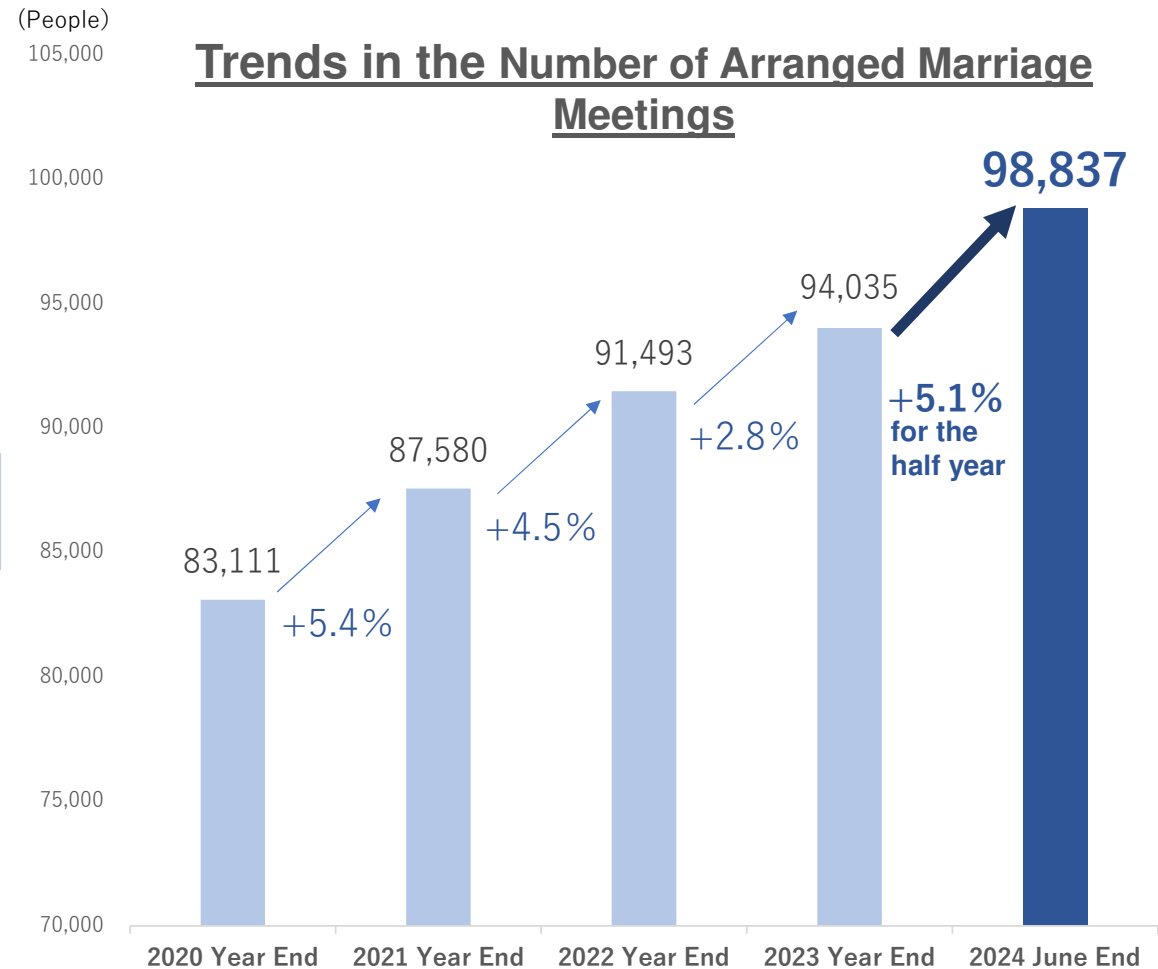
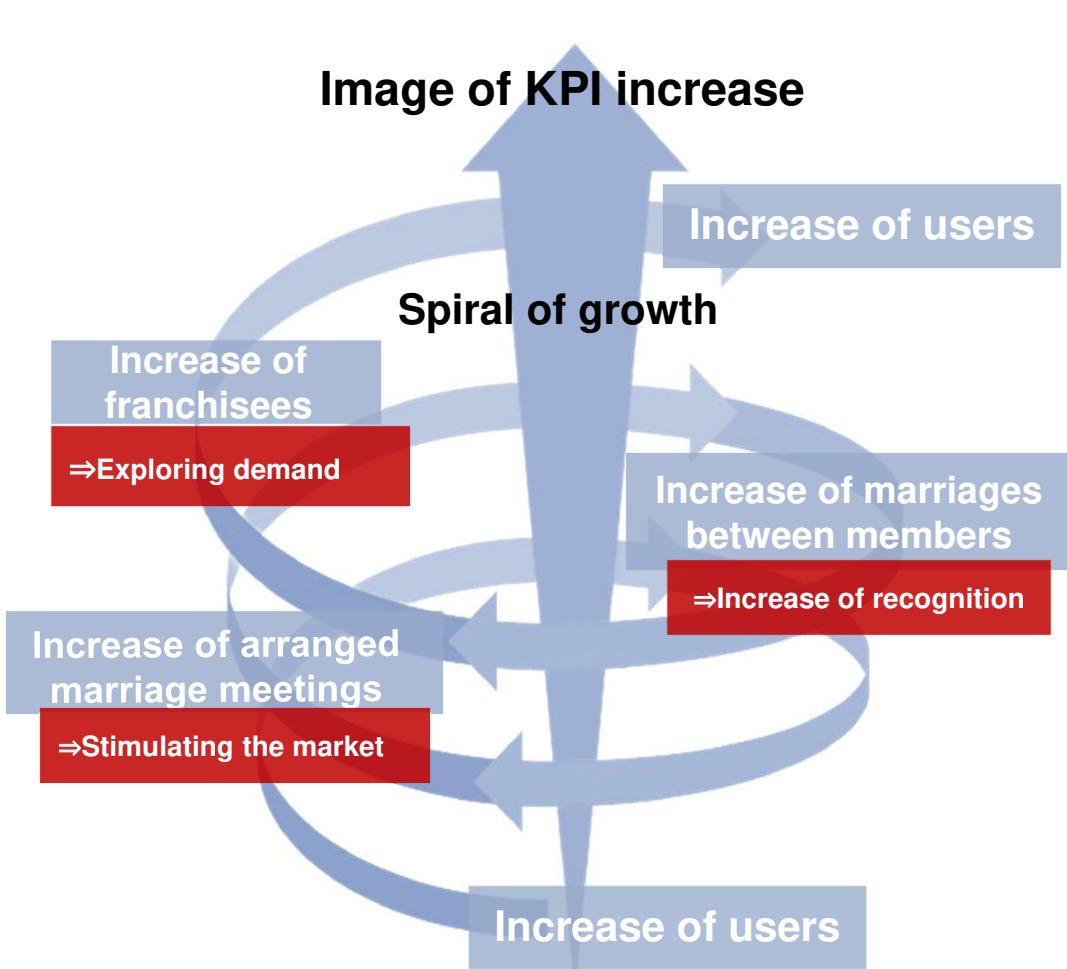
Average unit customer price in Before update
increased by approximately 15,000 yen

Increased Customer Unit Price



Since the price revision, the total unit price has
increased by approximately 30,000 yen

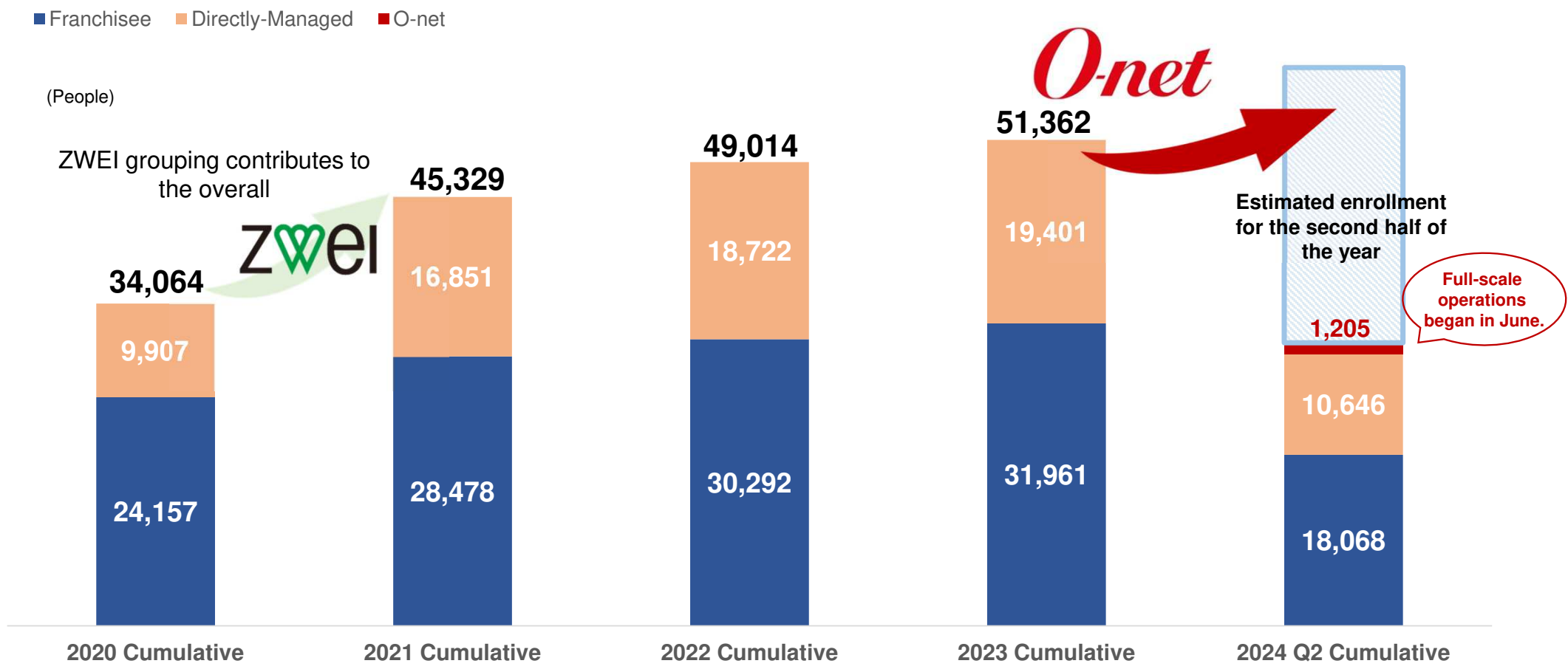
The number of arranged marriage meeting members is rapidly approaching 100,000, and the KPI growth spiral is functioning well.



Trends in New Memberships by Directly-Managed Lounges and Franchisees (2) Summary by Business

O-net to begin full-scale operations in June 2024 Expect significant increase in enrollment in the second half of the year and beyond

Trends in the Number of New Memberships for Directly-Managed Lounges and Franchisees



Overview of the Matching Business

(2) Summary by Business

Temporary decrease in cost per customer due to campaign implementation.

(million yen)

Q2 Net Sales (Year-on-Year)	Q2 Divisional Profit (Year-on-Year)
400 (Δ 13.7%)	53 (Δ 16.3%)

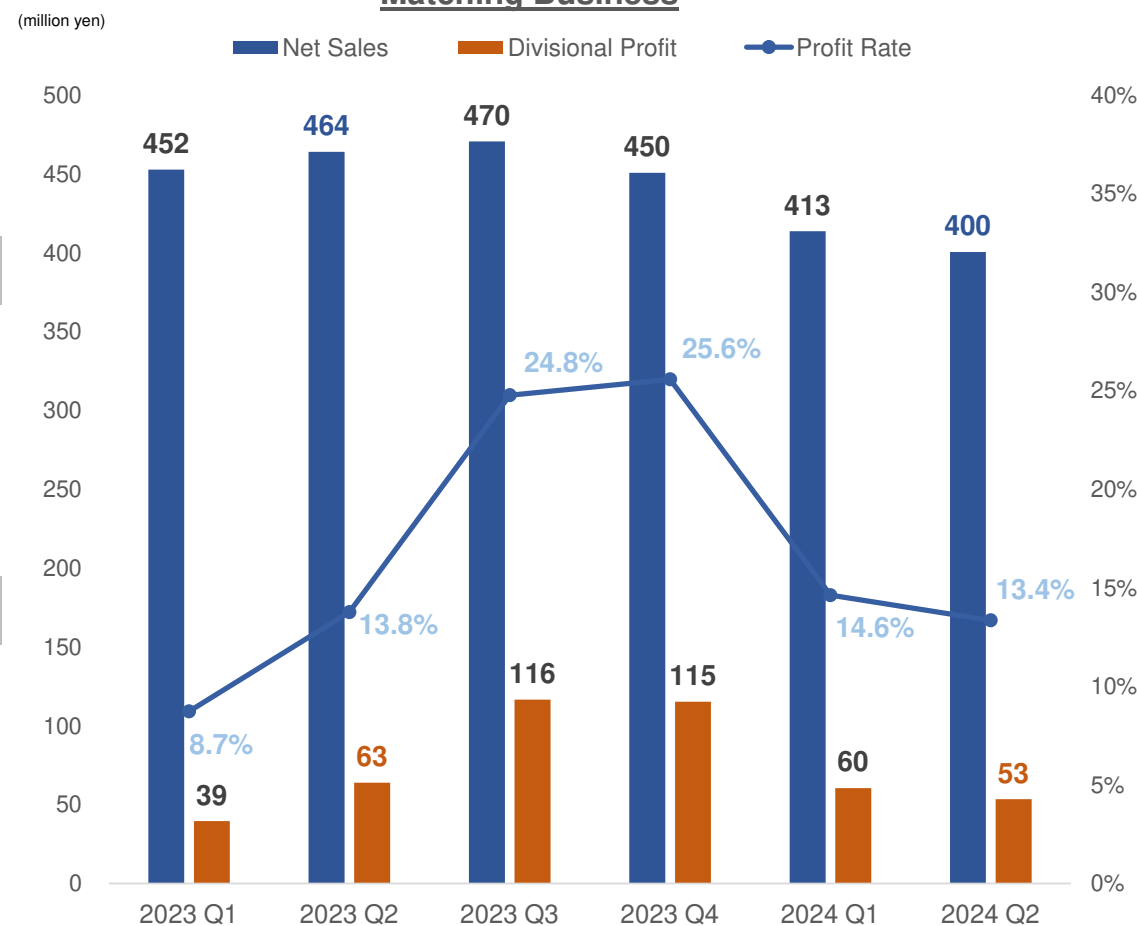
Party Business

Implemented campaigns aimed at customer acquisition, which temporarily reduced customer unit prices due to discounts. However, from Q1 to Q2 2024, the number of participants and the number of events held showed significant improvement. Reduced advertising costs by bringing marketing in-house.

App Business

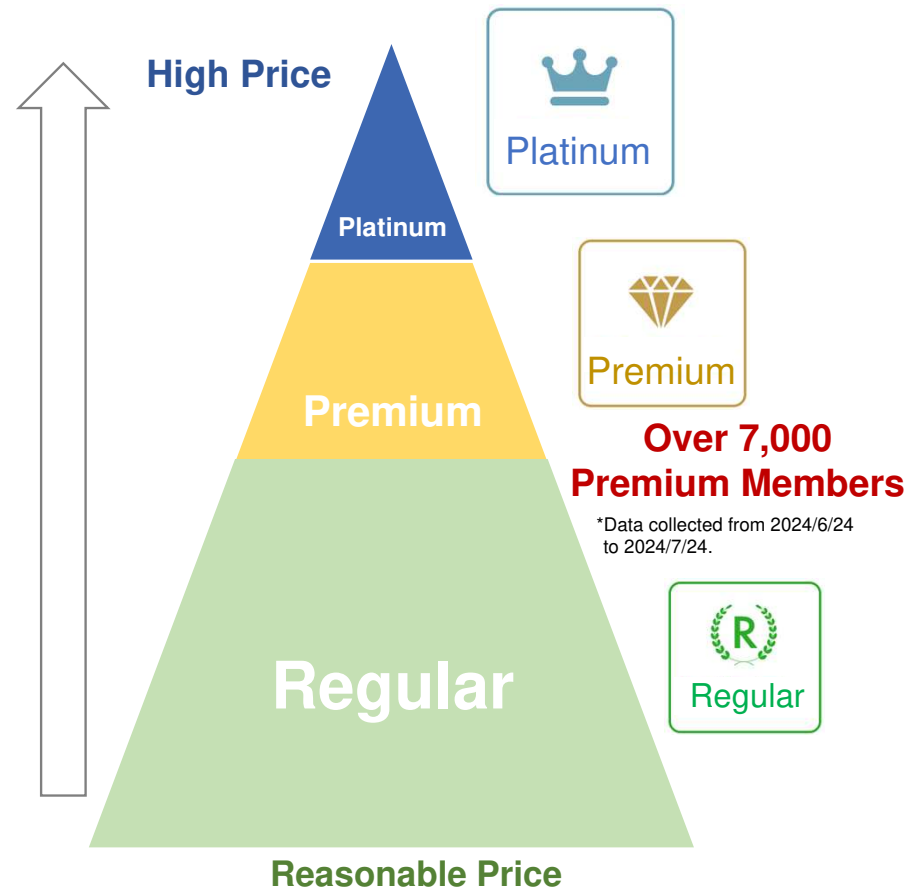
Net sales and business profit were flat. Advance efforts such as campaigns to attract new customers and holding in-person parties exclusively for app members.

Quarterly Net Sales and Divisional Profit for the Matching Business



As part of the mid-term management plan strategy, Premium Parties were launched in July.

Introducing New Party Categories



1. Screening for Members with high matching rates



2. Enhancing Unit Prices with High-Quality, High-Cost Parties

3. Actively Directing Premium Party Participants to Directly-Managed Lounges

Gather and direct participants who are easier to match (more likely to marry) to improve the quality of directly-managed lounge members while contributing to revenue.

Overview of the Life Design Business

(2) Summary by Business

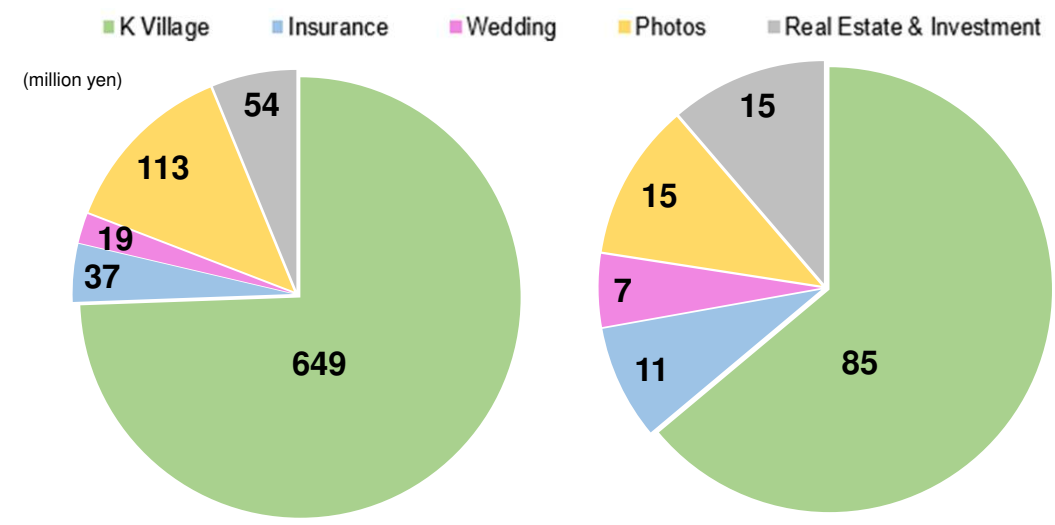
Hobby and Community Business "K Village" Drives Performance of Life Design Business Insurance, wedding, and real estate businesses also grew as the number of marriages increased.

(million yen)

Q2 Net Sales (Year-on-Year)	Q2 Divisional Profit (Year-on-Year)
876 (+51.3%)	138 (+48.5%)

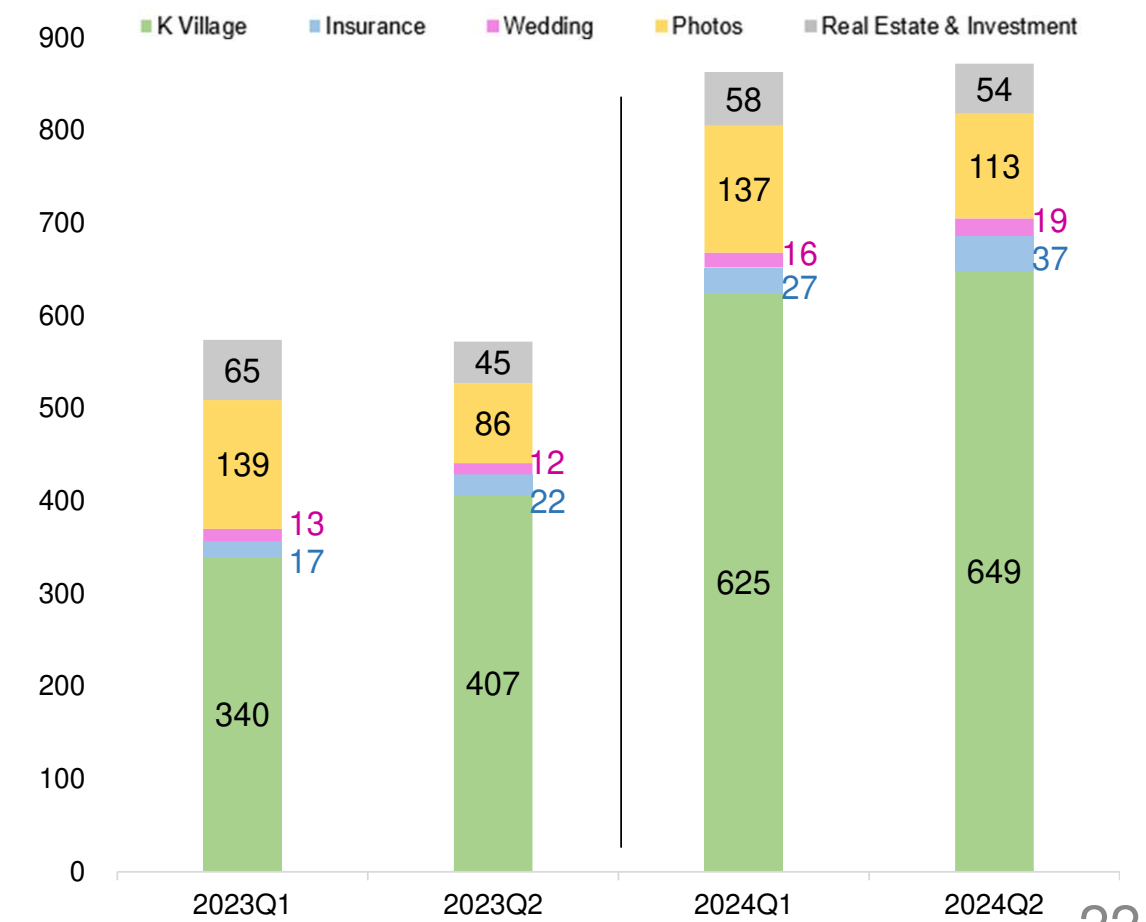
2024 Q2 Net Sales Composition

2024 Q2 Divisional Profit Composition



(million yen)

Sales YoY Comparison (H1 2023 and H1 2024)



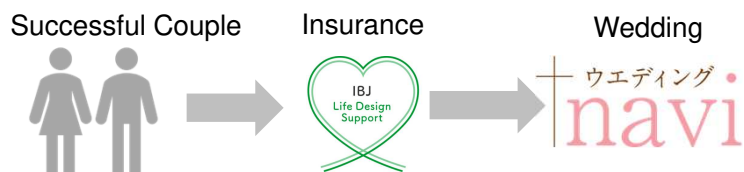
* The profit rate of the Life Design business fluctuates due to seasonal factors and the aggregation of multiple businesses. Please refer to the graph on the left for details.

The growth of the marriage agency business is driving the growth trend in marriage-related activities.

Improved contract count by revising the customer referral process.

Aiming for further increases in contract numbers through collaboration with franchisees.

Before



After

Proposals are made in a sequence that is **easier to visualize** after marriage.



Number of contracts (Wedding + Insurance)

Accumulation for the 1H of FY23

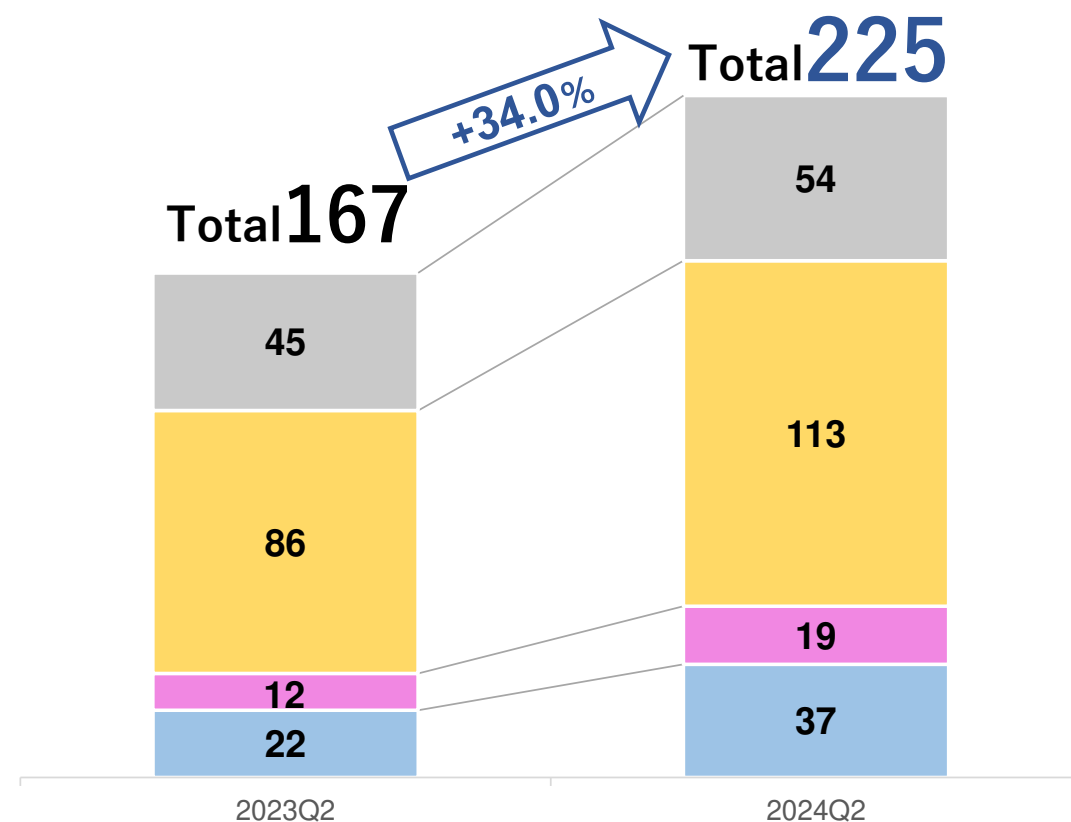
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Accumulation for the 1H of FY24

1,178
YoY+46.9%

Sales in Marriage-Related Activities

Insurance Wedding Photos Real Estate & Investment





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(Central government and municipal governments)

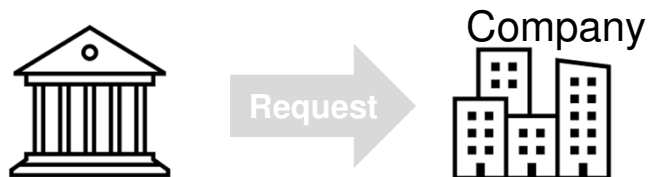
Creating wedding couples to fundamentally solve the problem of society with fewer children

The government's measure for society with fewer children is support for people raising families

- Financial support for raising family



- Helping double-income households to raise family



There is room for support by IBJ

- Creating wedding couples



 **IBJ** Supporting marriage-hunting
= birthrate decline

Fundamental reason people are having fewer children
People, especially young people, **not getting married,**
and getting married later,

The final number of children people have in Japan
(the average final number of children between couples)

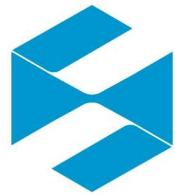
1972

2021

2.20 → 1.90

The birth rate between couples has not changed for 50 years, at around 2. To solve the problem of people having fewer children, it is important to increase the number of marrying couples

IBJ has been selected by the Ministry of Economy, Trade and Industry for the "Service Implementation to Support Life Stages" project.



経済産業省
Ministry of Economy, Trade and Industry



Key Initiatives of the Pilot Project

- Conduct life design training for municipalities, companies, and individuals using face-to-face and metaverse methods.
 - In addition to marriage activity support, information on working styles, asset building, pregnancy, childbirth, childcare, etc.
- **Measure the effects** before and after the training to investigate **changes in awareness and behavior**.



▲ Image of training and marriage-hunting using the metaverse.

IBJ's Objectives in the Initiative

Current

Willingness to get married
but lack of financial
security or incentive to act

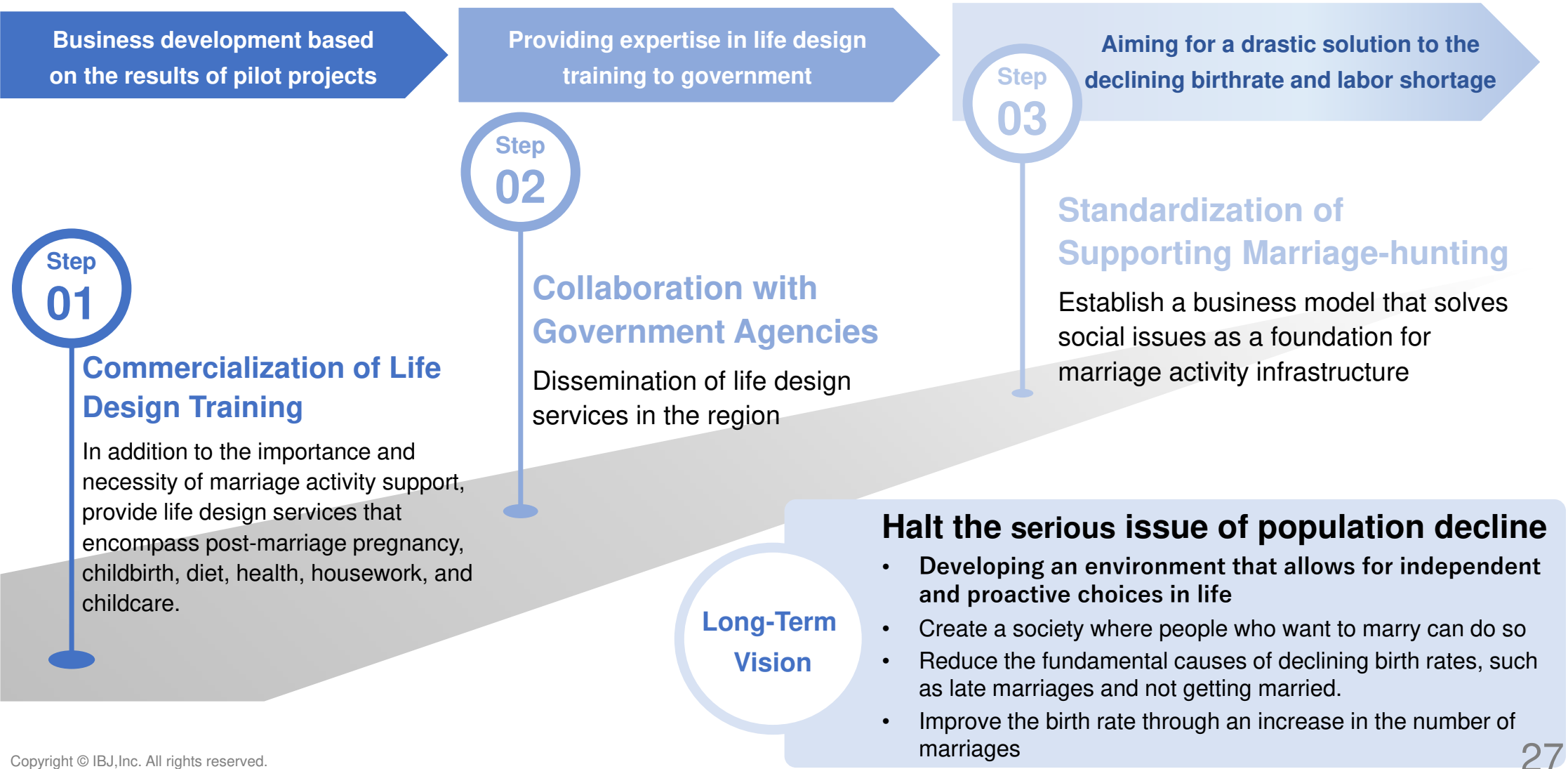


Desired

Self-Actualization
through Life Design

※ IBJ supports you in career and asset building in addition to marriage, promoting proactive life planning.

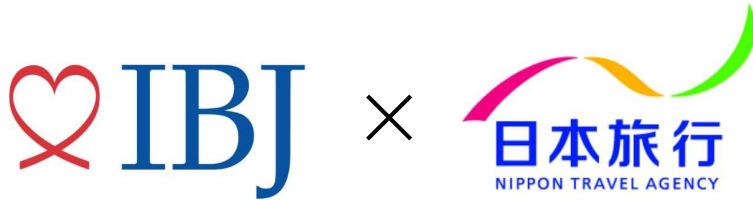
Helping to create a society in which each individual can make independent decisions about his or her own life plans



Working with Municipal Governments

(3) Aiming to collaborate with the government
(Central government and municipal governments)

Efforts with NIPPON TRAVEL AGENCY, with whom we formed a partnership last year, have enabled us to reach out to many municipalities



NIPPON TRAVEL AGENCY in supporting marriage activity in each region through the management of marriage activity parties, marriage counseling support,

Prospects

- (1) Holding marriage matching parties utilizing the Metaverse
- (2) Support for marriage activity for the purpose of moving

IBJ's event know-how to support operations



Already working with several municipal governments

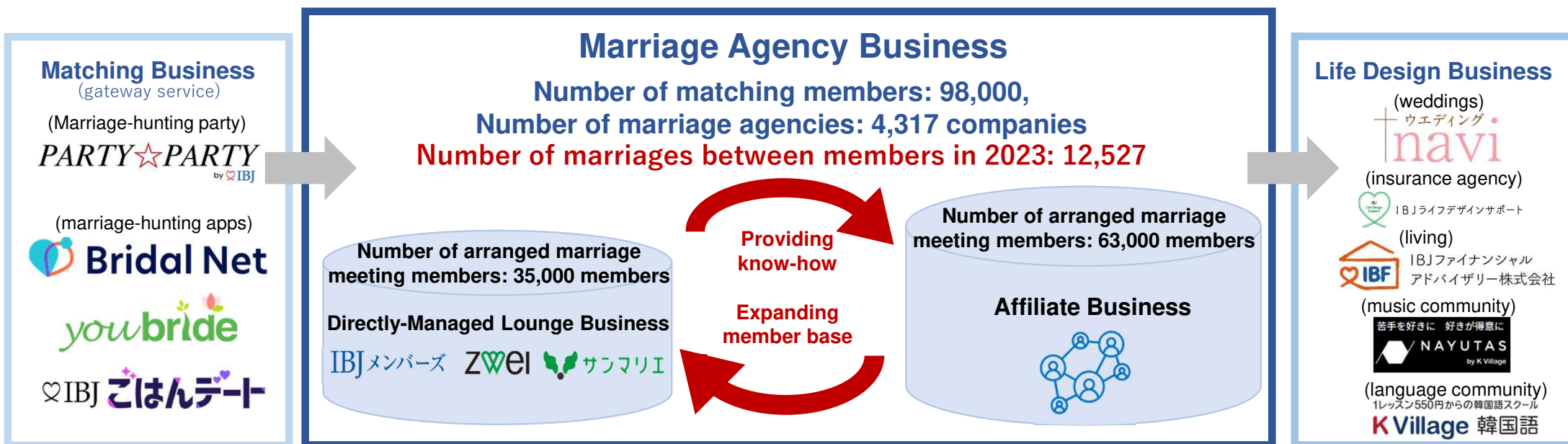


Strengthening relationship building with local governments through marriage activity events

IBJ
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4 Business Models

Operating the largest marriage-hunting platform in Japan with directly managed lounges and franchisees.

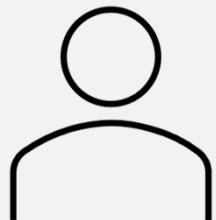


The matching business is the gateway service for our marriage agency business, and our life design business primarily targets the growing number of marriages between members

*The number of married couples is the cumulative total from January to December 2023.
*Number of matchmaking members and marriage agencies as of March 31, 2024

Party Business

Party members



Participation fee per party
¥2,000 to ¥7,500

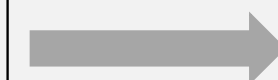
*Average price per person

- Store-type parties
 Held in lounges exclusively for marriage-hunting parties
- Entertainment party
 Held at a wide variety of venues
 e.g. aquarium, fireworks, etc



Recommend joining
 IBJ Members

IBJメンバーズ

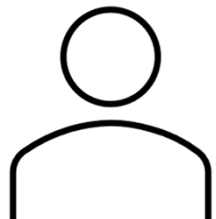


Matching



App Business

Matching app members



Monthly membership fee
¥2,000 to ¥5,380

*Fluctuations such as additional options

Support offered from
 getting the membership
 to meeting partner
 candidates



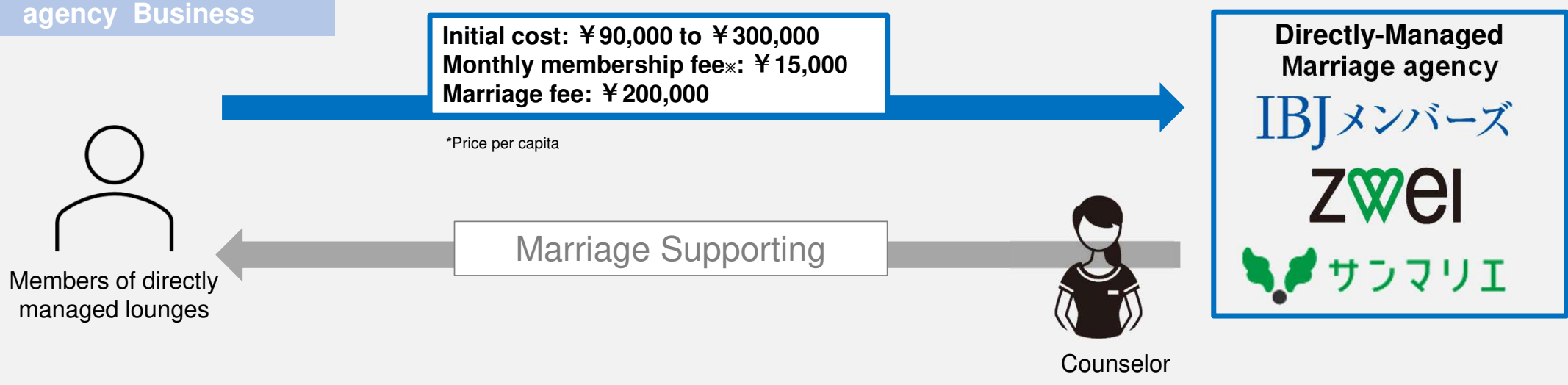
Sending marriage-hunting members who are highly motivated

PARTY☆PARTY
 by IBJ

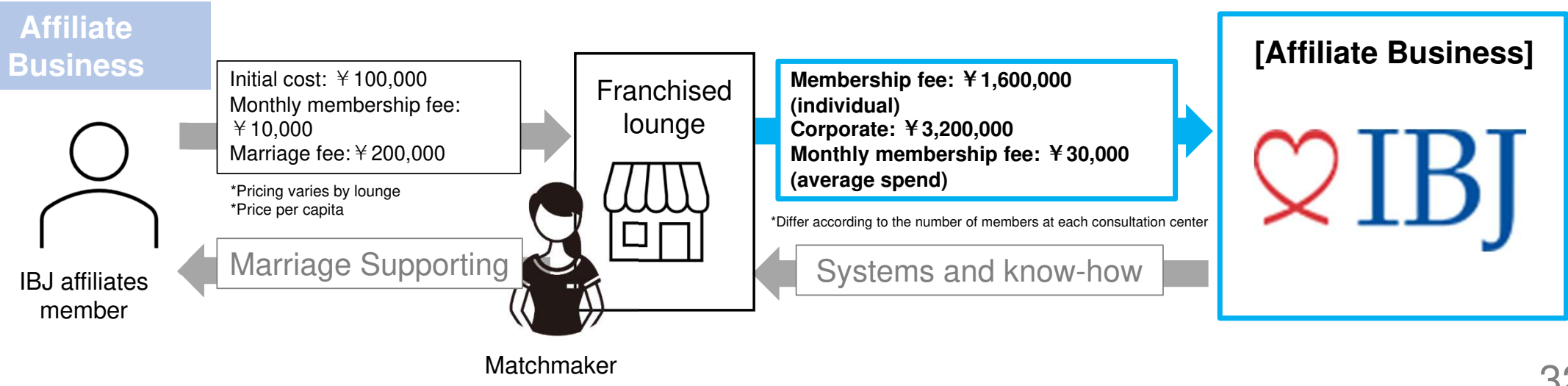
Directly-Managed Lounge agency

Business Models (Marriage agency Business)

Directly-Managed Marriage agency Business



Affiliate Business



High engagement rates are achieved through a comprehensive service line that extends to after marriage.

Marriage-hunting domain

Matchmaker



Accompanied-style service



Marriage



Passing the baton

Life design domain

Planner



Supporting Married Couples



Interviews with members who are engaged in marriage to hear their values and wishes

Proposals in line with customers' wishes based on the content of interviews

IBJ's Unique Advantages

High level of trust in matchmakers who stayed with them until marriage, and high effectiveness in sending customers to the life design area

Number of contracts
(Wedding + Insurance)

Accumulation for the 1H of FY23

802

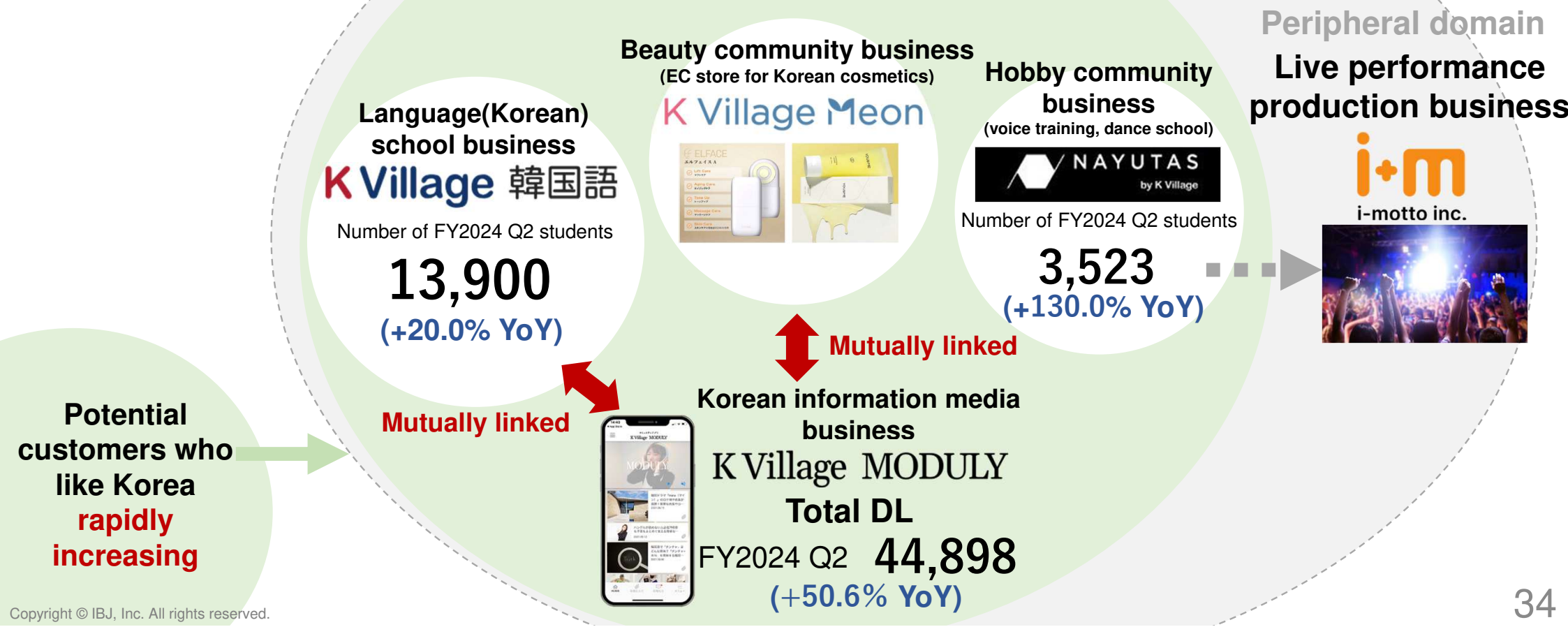


Accumulation for the 1H of FY24

1,178
YoY +46.9%

Expanding business as the largest Korean community in Japan and Korea by capturing the needs of Korean lovers as **a new revenue pillar**

Largest Korean community in Japan and Korea





IBJ
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5 References

2027 Mid-Term Management Plan Vision

Solve Japan's social issues (population decline and aging society)
Increase the number of successful marriages and franchisees

Mid-Term Management Plan Targets

Net Sales: 24 billion yen / Operating Profit: 3.5 billion yen
Number of marriages between members: 20,000 (4% of Japan's total marriages)
Number of Franchisees: 7,000
Number of arranged marriage meeting members: 173,000
Number of matching members: 250,000

Business Strategy

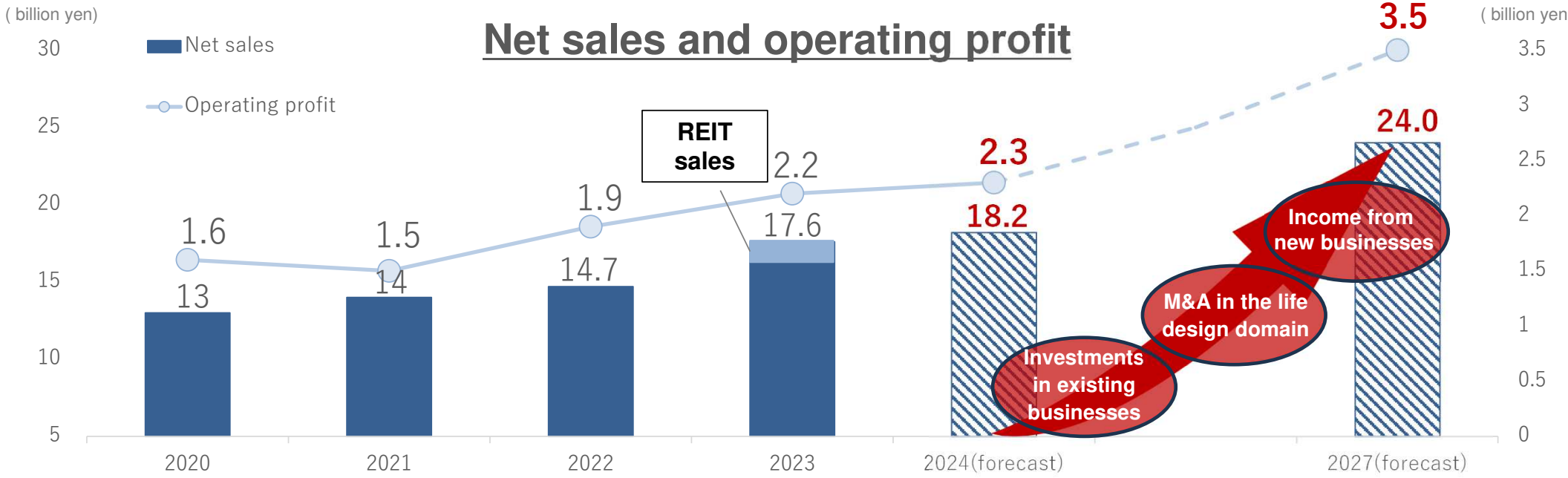
Strategy: Strengthen the Platform

Four Key Initiatives

1. Capital and business alliance with O-net, the largest marriage information service
2. Revamp the party business to attract app users
3. Build a new matching platform
4. Pursue M&A in the life design sector

**Reach 20,000 marriages between members by 2027,
with sales of 24.0 billion yen and operating profit of 3.5 billion yen**

Net sales and operating profit



	2023 results	2024(forecast)	2027(forecast)
Net sales	17.6 billion	18.2 billion	24.0 billion
Operating profit	2.2 billion	2.3 billion	3.5 billion

Key KPI

2023-2027

Number of married couples
20,000

4% of all marriages in Japan

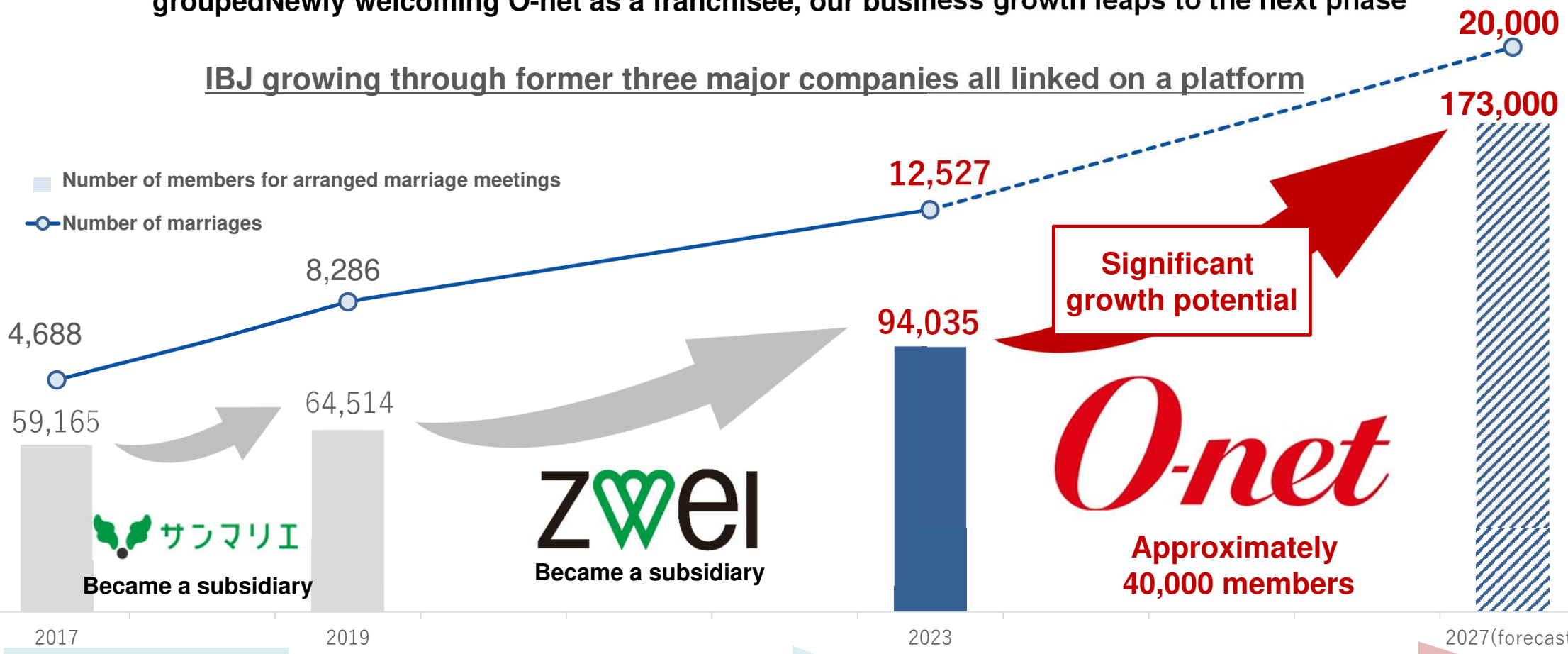
Number of affiliates
7,000

	End-2023	End-2024	End-2027
Number of married couples	12,527	15,136	20,000
Number of affiliates	4,125	4,600	7,000
Number of arranged marriage meeting members	94K	139K	173K
Number of matching members	204K	223K	250K

Measure(1): Capital and business alliance with the largest marriage information service provider O-net (5) References

Sunmarie and ZWEI, the companies that were said to be major marriage information companies until the 2000s, were grouped. Newly welcoming O-net as a franchisee, our business growth leaps to the next phase.

IBJ growing through former three major companies all linked on a platform



Significant growth potential

O-net

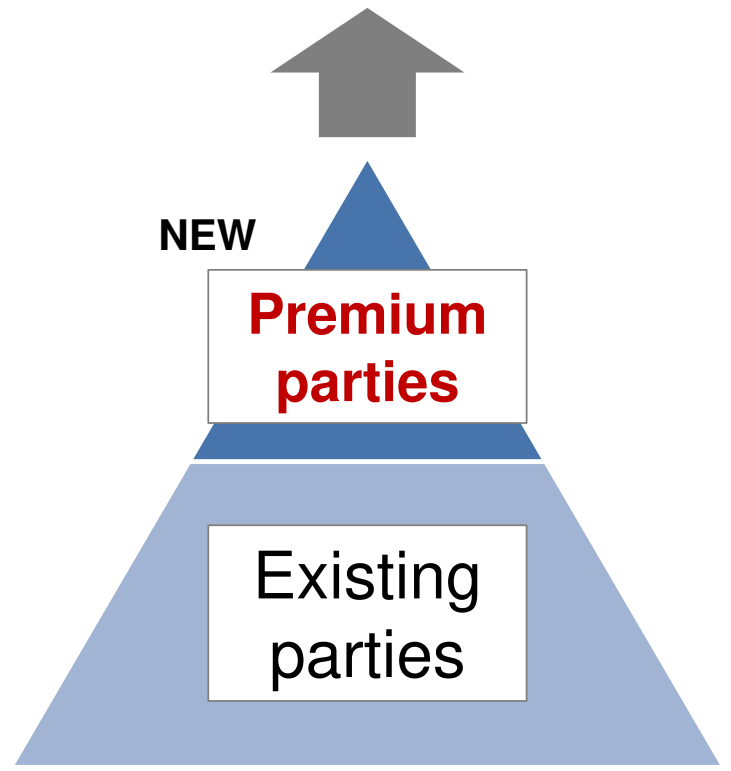
Approximately 40,000 members

Number of arranged marriage meeting members **+35,000** Number of married couples **+8,000** **Capital and business alliance with O-net** 39

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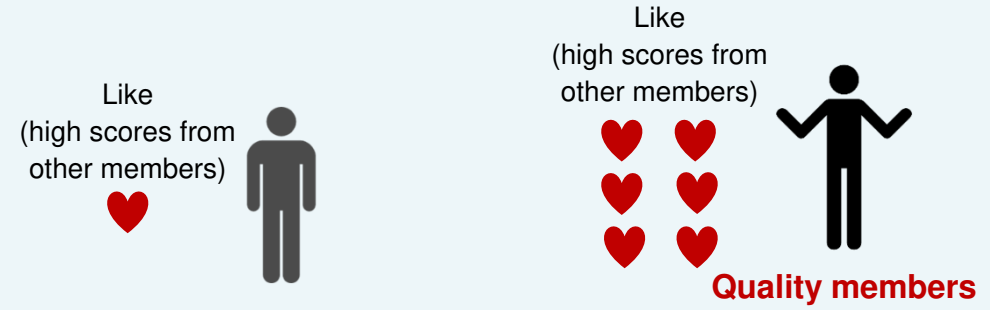
Overhauling the format of the Party Business and taking measures to actively acquire app users

IBJ marriage agencies

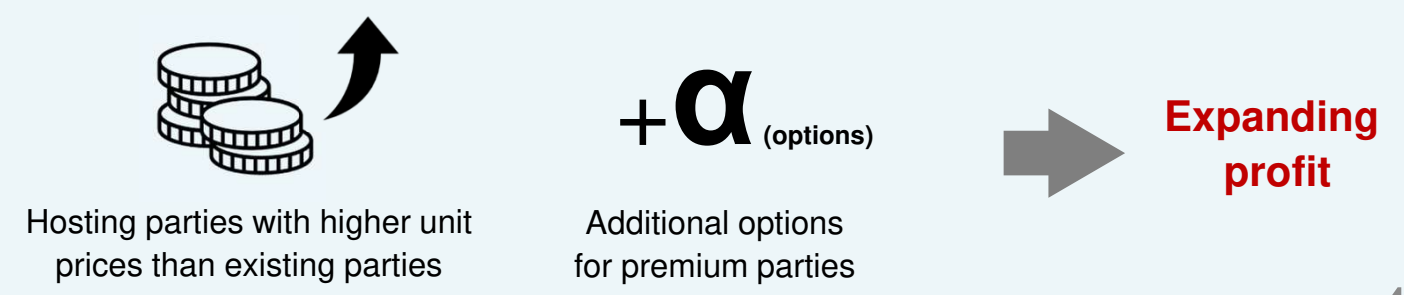


(1) Hosting premium parties

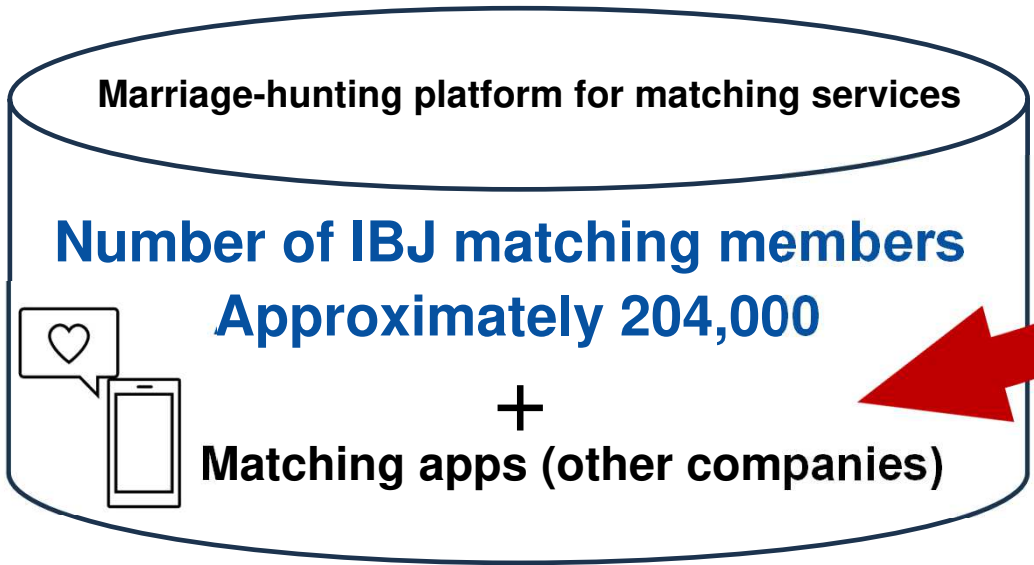
Premium marriage activity parties for members with high matching rates.



(2) Raising unit prices and introducing option fees



As the operator of a marriage agency platform, IBJ runs a platform for matching services

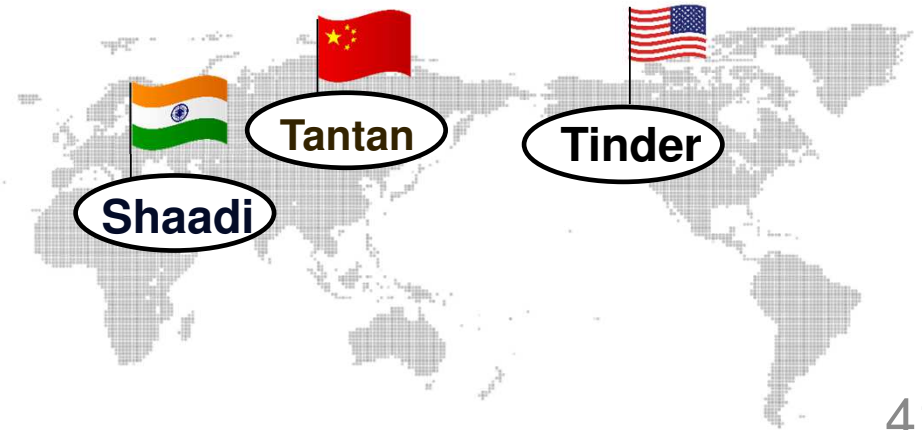


*As of the end of December 2023

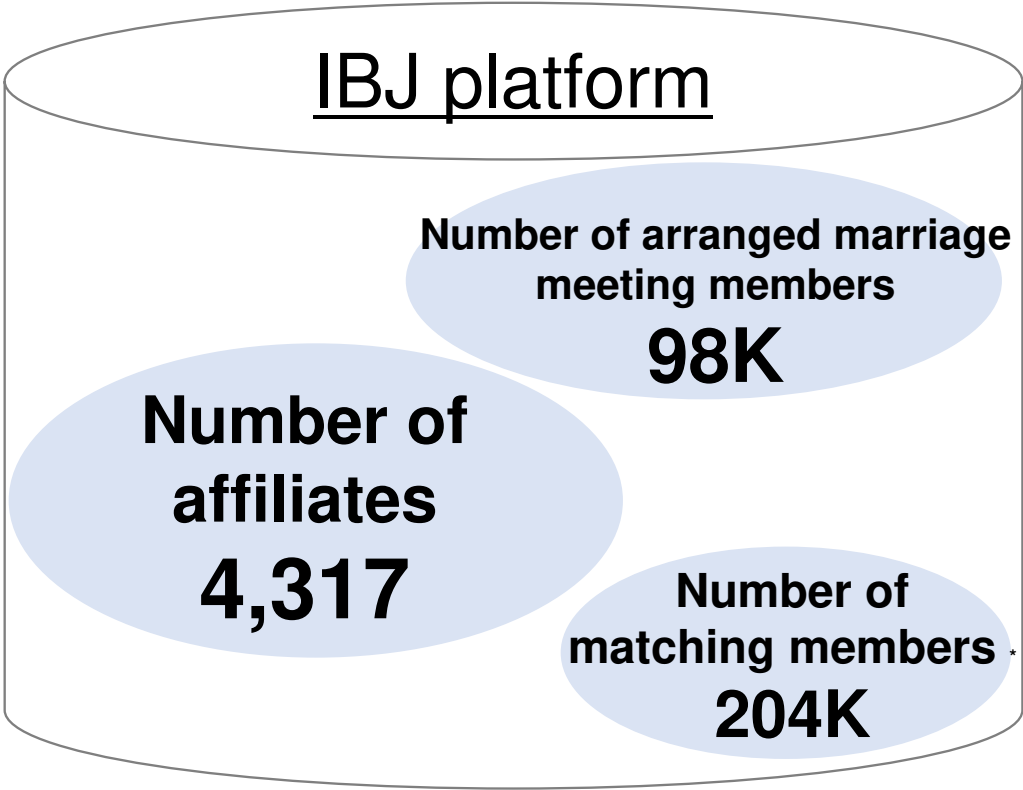
Candidates for collaboration

with	Omiai	Marrish
Pairs	tapple	Tokyo Calendar Date
		Dine

Overseas matching apps could also participate



We will raise M&A targets with an operating profit of around 500 million to one billion yen by 2026

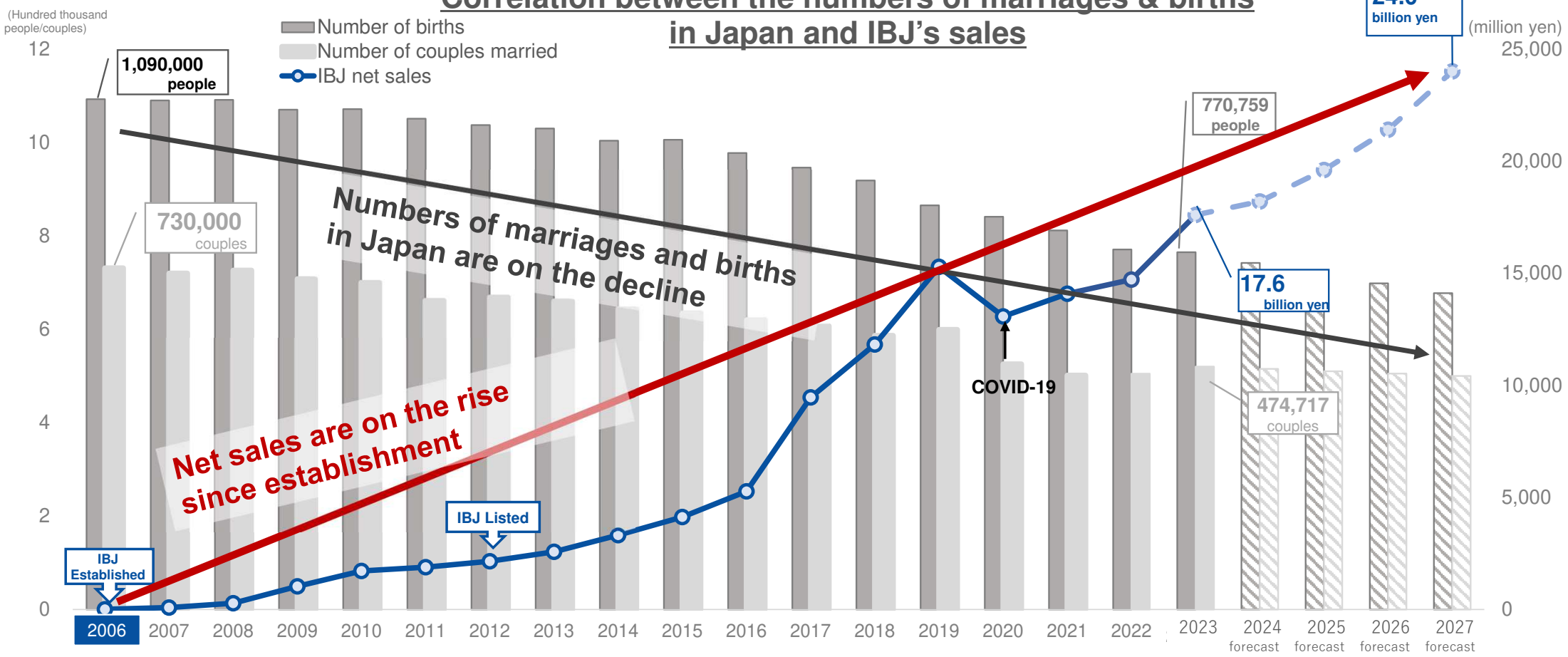


* Number of matching members and merchants as of the end of June 2024, Matching members as of the end of 2023



IBJ's performance is on the rise while the numbers of marriages and births in Japan are declining

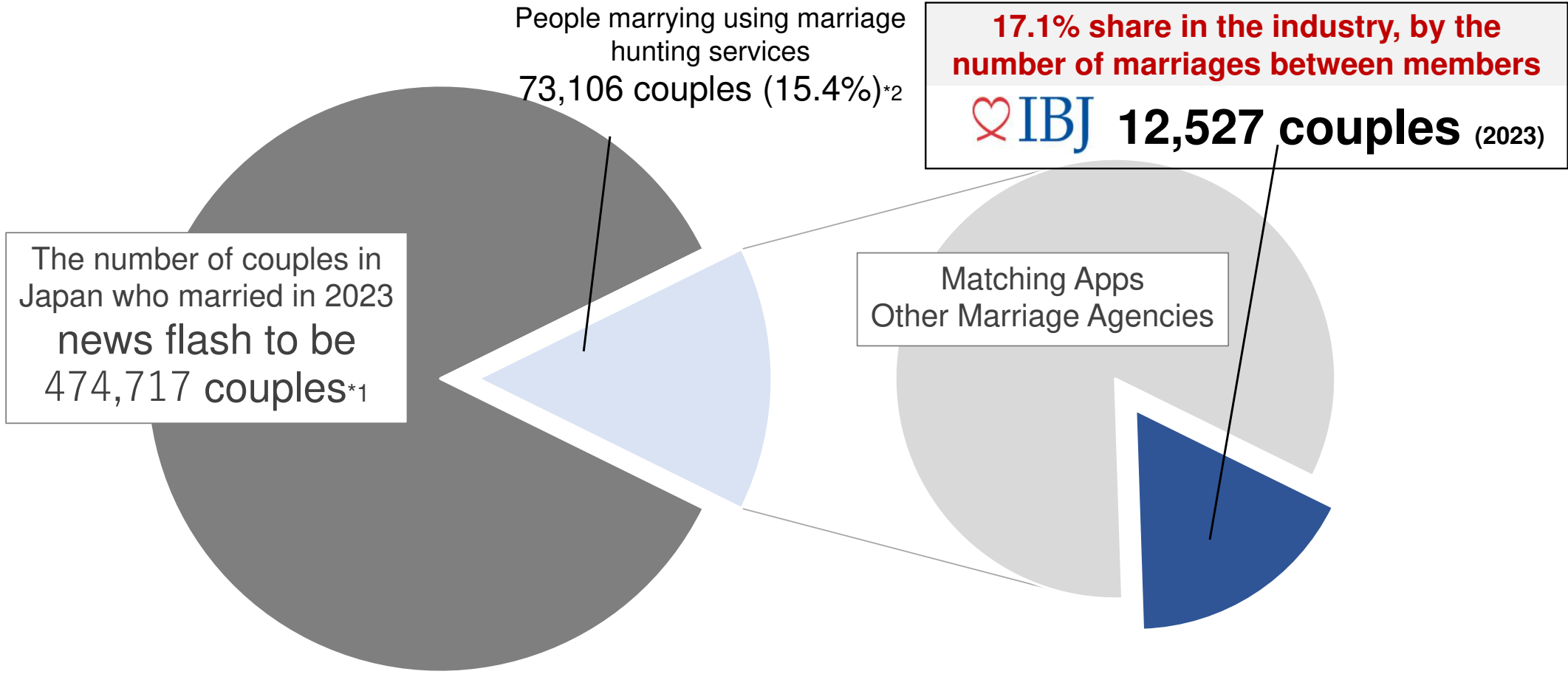
Correlation between the numbers of marriages & births in Japan and IBJ's sales



*Based on the Ministry of Health, Labour and Welfare's "Summary of Vital Statistics (Fixed Number) for 2022 (1947-2022)" and the Ministry of Health, Labour and Welfare's "Preliminary Vital Statistics (December 2023)" for the year 2023.

Industry Share in 2023, by the Number of Marriages between Members (5) References

We boast one of the best shares in the marriage-hunting industry, by the number of marriages between members, at 17.1%



*1 Annual number of marriages in 2023 is from the Ministry of Health, Labour and Welfare's "Vital Statistics (June 2024).
*2 Calculated and created based on the ratio of people using marriage hunting services, as presented by Recruit Bridal Research's "Marriage-hunting service usage survey 2023"

Public transport ad further enhanced, featuring rising star Kasumi Mori

【Past Results】

Ads run in 11,500 taxis in Tokyo's 23 wards 



▲Image (two types, with a news-style video + an ad video)

Played a total of approximately **2.33 million times***

*Total number the ad is played from April 1 to 7

Public transport ad enhanced with **new and increased channels** 

Ginza Line and Marunouchi Line in Tokyo, and JR lines in the Tokai and Kansai areas



Stickers for the ad inside trains

Increased to 10,635 stickers (+3,750 stickers from before)

▲New visual

Estimated number of people seeing the ad per year*



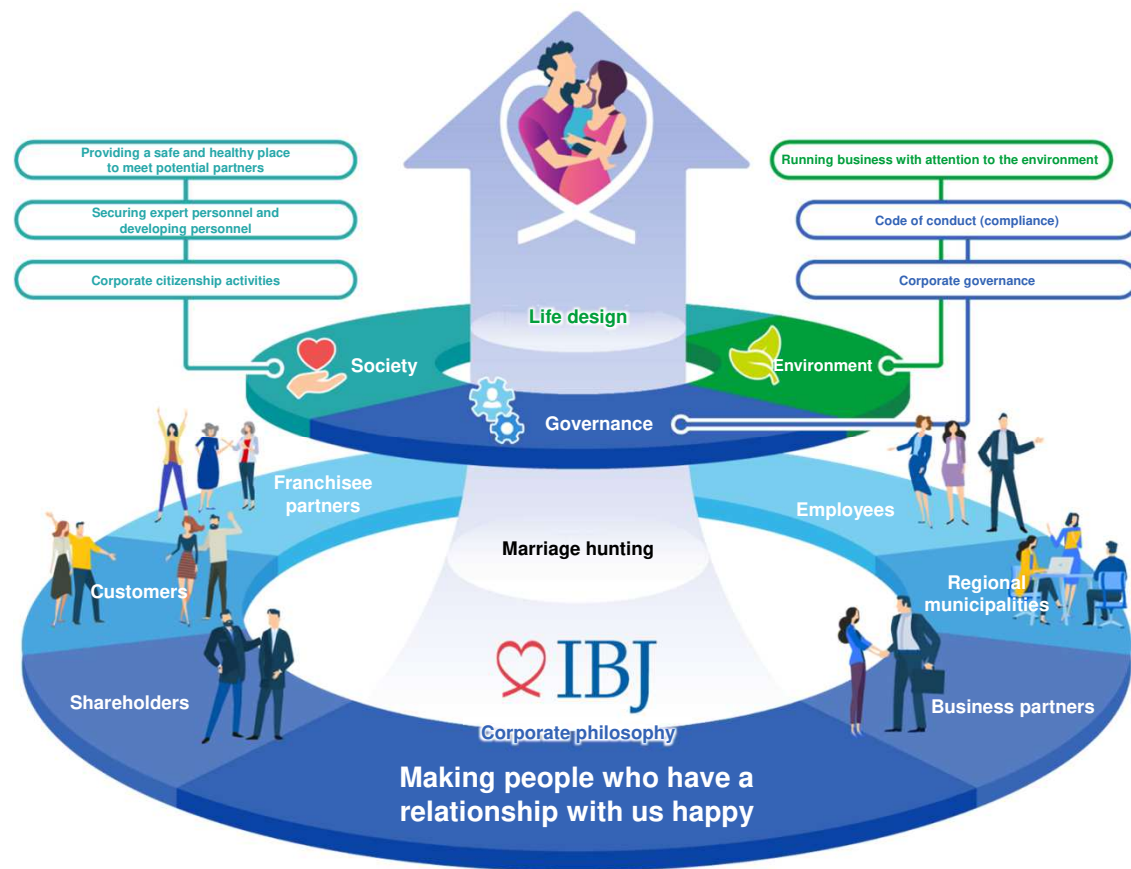
Plays a part in further improving recognition

* Target demography: "SOTO/ex2023" VR (men and women aged 12 to 69) "ACR/ex2022" VR (men and women aged 12 to 69) *GRP: "SOTO/ex2023" VR "ACR/ex2022" VR (men and women aged 12 to 69)
 * Number of times used per day: "SOTO/ex2023"VR "ACR/ex2022" VR (men and women aged 12 to 69) *Rate of introduction in the lines: railway data *Rate of focusing on the ad: "TOKYO METRO MEDIA DATA2015" "JEKI MEDIA DATA 2019"

IBJ creates value by bringing marriages between members, contributing to the issue of fewer people getting married and having children, making the people with whom we have a relationship happy

Five themes

Theme	Commitment
Society	Contributing to creating a society that accepts diverse values as well as views on marriage
Economy	Maintaining and improving safe and healthy places to meet potential partners, vitalizing the marriage market, driving its growth
Employees	Creating an organization where every employee can put their individuality and strengths to work, whose growth results in business results
Organization	Creating a resilient business foundation that is fit for us as the industry-leading company
Environment	Contributing to the healthy global environment for future generations, by promoting corporate activities in harmony with the environment



Getting members married with IBJ services

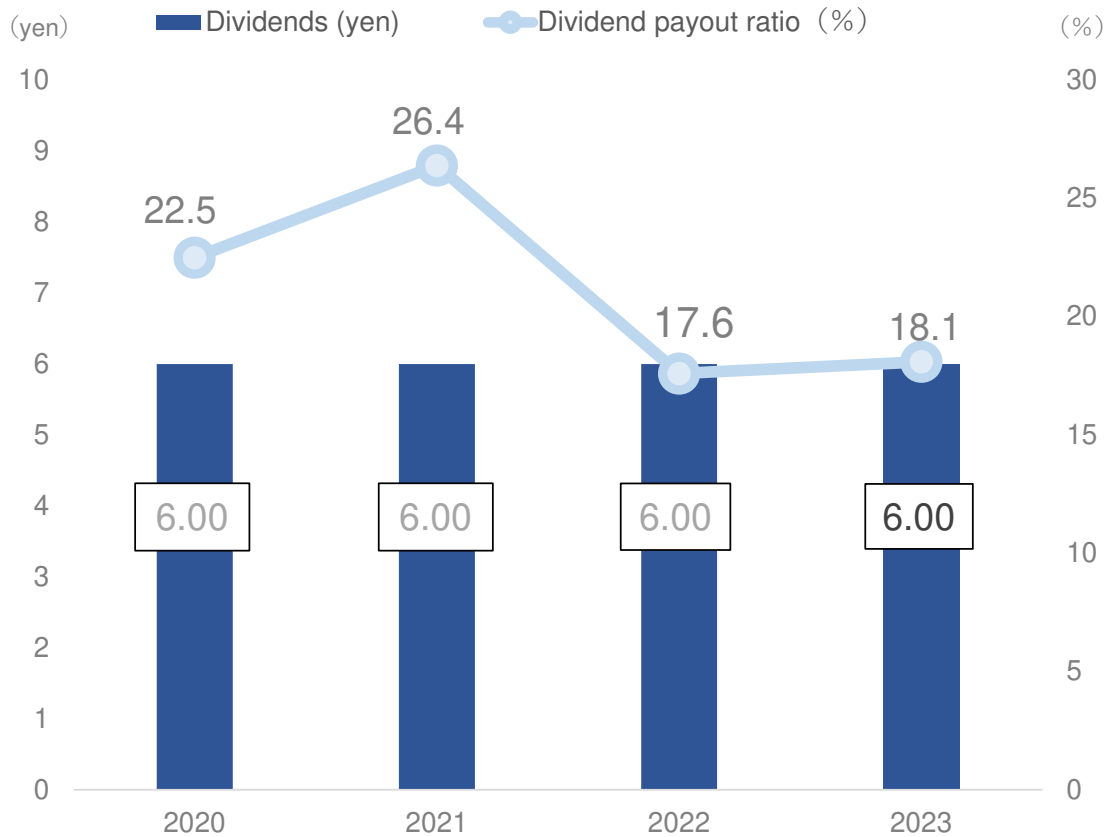


Social issues	Matters to be resolved	KPI
(1) Aging society problem	Increasing the number of franchisees and matchmakers (promoting the employment of senior citizens, measures against loneliness)	7,000 franchisees Number of arranged marriage meeting members: 173,000 members
(2) Regional issues	Increasing the number of franchisees and regional members (regional revitalization and the issue of businesses lacking successors)	
(3) Countermeasures to the declining birthrate	Increase the number of members and marriages between members (countermeasures to fewer people getting married, raising the number of births)	Number of marriages between members: 20,000 couples (4% of Japan's annual marriages)

E (Environment)			S (Society)			G (Governance)		
Materiality	Goal	Target	Materiality	Goal	Target	Materiality	Goal	Target
<ul style="list-style-type: none"> Running business with attention to the environment (environmental efficiency of our business operations) 		7.3	<ul style="list-style-type: none"> Providing a safe place to meet potential partners (data security, protection of personal information) Securing expert personnel and developing personnel (diversity and inclusion, training program) Corporate citizenship activities (contributing to communities) (Vitalizing marriage-hunting business through collaborations between regional corporations, banks and municipalities) 	 4.4 8.1 8.2 8.5 10.3 16.3 	<ul style="list-style-type: none"> Code of conduct Corporate governance 		16.3 16.5 16.6 16.7	
Reducing power use (reducing overtime, introducing LED lighting) Saving paper (going paperless)		13.1				Ensuring healthy and transparent business management with dynamic and flexible management, and enhanced management monitoring functions		

Stable shareholder returns through dividends and aggressive share buybacks

Dividends and Dividend Payout Ratio



Share Repurchases

(1st round) August 14, 2023 - August 30, 2023
Total number of shares repurchased: 786,900 shares(1.94% of shares issued)
Total amount of shares repurchased: 499,972,300 yen
(2nd) September 1, 2023 - October 17, 2023
Total number of shares repurchased: 800,000 shares(2.04% of shares issued)
Total amount of shares repurchased: 492,913,700 yen
(3rd) October 18, 2023 - February 8, 2024
Total number of shares to be repurchased: 161,600 shares(0.42% of the number of shares issued)
Total amount to be repurchased: 101,080,400 yen



2006	<ul style="list-style-type: none">• IBJ Inc. is established and the Japan Association of Marriage Agencies business is launched• Took over the Bridal Net and PARTY☆PARTY businesses from the predecessor company
2012	<ul style="list-style-type: none">• Listed on the Osaka Stock Exchange JASDAQ Market (currently the Tokyo Stock Exchange)
2014	<ul style="list-style-type: none">• Changed to the Second Section of the Tokyo Stock Exchange
2015	<ul style="list-style-type: none">• Listed on the First Section of the Tokyo Stock Exchange
2018	<ul style="list-style-type: none">• Selected as one of “Asia’s 200 Best Under A Billion” by Forbes Asia• Established IBJ Financial Advisory Co., Ltd. to operate real estate business
2019	<ul style="list-style-type: none">• Made Sunmarie Co., Ltd. and K Village Co., Ltd. subsidiaries
2020	<ul style="list-style-type: none">• Made ZWEI Co., Ltd. subsidiaries
2022	<ul style="list-style-type: none">• Transitioned to the Tokyo Stock Exchange Prime Market
2023	<ul style="list-style-type: none">• 12,527 marriages created (2.6% of all marriages in Japan)• Capital and business alliance with O-Net Inc.
2024	<ul style="list-style-type: none">• Number of marriage agencies exceeded 4,300 companies• IBJ Matchmaking System has more than 90,000 registered members.

Company name: IBJ, Inc.

Date of Establishment: February 2006

Location: Shinjuku First West 12 and 17F,
1-23-7 Nishi-Shinjuku, Shinjuku-ku, Tokyo

Number of Employees: 1,246 (June. 2024)

Directors:

President and Representative Director: Shigeru Ishizaka

Managing Director: Kenjiro Tsuchiya

Director: Yasuyuki Yokogawa

Outside Director: Kohzoh Umezu

Outside Director: Megumu Murakami

Outside Director: Mai Satou

Full-time Auditor: Yuki Futatsuya

Corporate Auditor: Nobuyuki Teramura

Corporate Auditor: Syuhei Takahashi

Listing Market: Tokyo Stock Exchange Prime Market (6071)



IBJ, Inc

**12th & 17th floor, Shinjuku First West 1-23-7 Nishi Shinjuku,
Shinjuku-ku, Tokyo 160-0023**

These presentation materials are prepared as a reference for investors to give them an understanding of the current status of IBJ, Inc. The information contained in this presentation is based on a generally accepted understanding of economic and social conditions as of August 2024 as well as certain assumptions considered to be rational. The information contained herein may be altered without notice due to changes in the business environment and other such reasons.

[The updated information on IR is available on our official LINE account.](#)





人と人をつなぐのは、人だと思ふ。

An Interpersonal encounter is arranged only by a human.